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Personnel

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Effective Selection of Personnel

A summary of addresses delivered before a Round Table conference on this subject at the 291st meeting of the National Industrial Conference Board at the Waldorf-Astoria Hotel on Thursday, November 20, 1947. The meeting was presided over by Dr. John G. Jenkins, Chairman of the Department of Psychology at the University of Maryland.

Problems of Selection

Dr. Jenkins

In my contacts with problems in selection, I have looked back with longing at what seems to me the simplest and most direct of all selection-systems. In the selection of personnel, I know that you have shared my own feelings of frustration and defeat which arise periodically as you face some difficult task. I am going to show you the best and simplest system of selection that I know, because I think when you get to that defeated feeling, you may relax, as I do, by thinking of the system that I have put on the blackboard. I cannot guarantee the historicity of the system. I can tell you only that I first heard it from a German who told me that it was a system alleged to have been used by the German general of World War I, von Moltke; and that von Moltke's phenomenal success in handling his part of the German Army depended on the use of these four squares which I have put on the board.

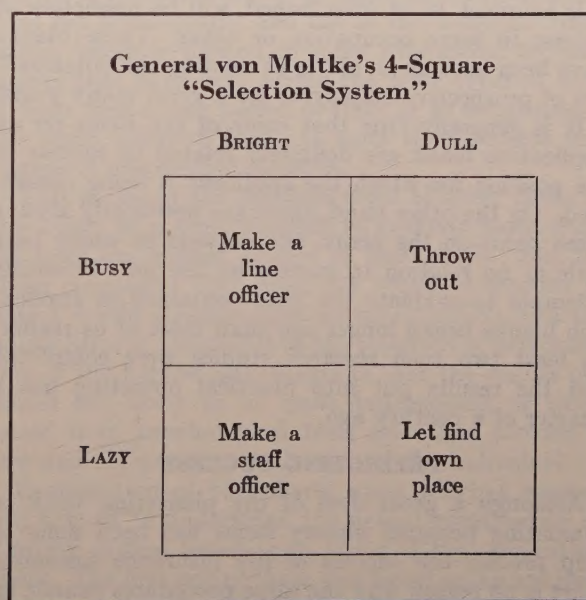
The system he is alleged to have followed is simply this. As the name of an officer came up for possible promotion, demotion or other treatment, he would localize the name in terms of these four squares. If the man was bright and busy, he would make him a line officer. If he was bright and lazy, he would make him a staff officer. If he was dull and lazy, he would order that he be let alone, because the man would

eventually find his own proper place. If he were dull and busy, he would order him thrown out of the army without delay.

When I run up against problems that seem to me incapable of solution, I long to be able to go to the president of the company, to the personnel director, lay down the four squares and say, "Go to it!"

In problems of selection, I think the one thing that has increasingly been borne in on me is a deep suspicion of the package approach, in which some organization or some individual is asked to develop a neat package for selection which is then to be left with the company, to be used time without end, and to function always efficiently.

I think all of us who have had an opportunity to follow any of these selective methods over any period of time are deeply impressed by the fact that in a world that changes as rapidly as our does, both on



the side of the person to be employed and on the side of the job to be done, we face a continuing task of research.

As we move along to attempt selection and classification with more complicated jobs higher up the ladder, working more and more with salaried employees, working more and more with attempts to get at executive performance and the prediction of it, I think you will be impressed, as I am, by the fact that we have to talk in terms of a multiple approach. It is no accident that we are discussing four methods, rather than one approach, to selection.

I found it quite fascinating when we had an opportunity during the war to get data on the performances of the Germans, to find that the Germans during the war, as before, often did not add the Yankee touch of requiring validation. Some of you who know the prewar German materials know that they were expert test constructors, using tests in a very wide sense. But, after a good job analysis and a very promising-looking test, the thing was often left at that stage. When we got to the reports during the war as to what was done then, we did not find them going the one added step of testing the test actually on the job to see whether it carried any real predictive efficiency.

The Weighted Application Blank

By Dr. Albert K. Kurtz

Pennsylvania State College

A WEIGHTED application blank is simply a case of taking the items of information which are given on application blanks and assigning what we call weights, scores, or points credit to those items in order to get a total score for the individual, which it is assumed, or at least hoped, will be predictive of success in some occupation or other. These blanks have been used as an aid in evaluating the potentialities of prospective employees for a great many years.

It is generally true that some of the items on an application blank are definitely related to success in the position for which the applicant is being considered. On the other hand, there are practically always some items on the blank, the answers to which bear little or no relation to success on the job. Scientific attempts to evaluate the data contained in application blanks began longer ago than most of us realize. At least two such research studies were completed and the results put into practical operating use a quarter of a century ago.

PREDICTING SUCCESS

Although a great deal of the pioneering work in evaluating personal history items has been done to help predict the success of life insurance salesmen, there is no reason why the same procedures cannot be

utilized with equal effectiveness by other businesses. Some degree of success has already been achieved in predicting the success of workers in a limited number of other fields. Exactly the same principle was also applied to a biographical inventory blank which was used by the Bureau of Medicine and Surgery for predicting the success of men engaged in naval aviation. I have been told that this blank was one of the best predictors of flying success of Navy pilots.

Items of the type commonly found on application blanks have been useful in predicting success or failure in a large number of other fields. For instance, information regarding a criminal's activities both before landing in the penitentiary and while incarcerated has been found to be very useful in predicting the success of such a man when placed on parole.

According to one such parole prediction table, offenders were classified by the number of favorable factors in their previous history. Among those who had only two or three favorable factors, only 14% were successful on parole, the great majority turning out to be parole violators. On the other hand, those men who had fourteen to nineteen favorable factors turned out to be good risks on parole, over 95% of them succeeding.

Results of a similar, but not so dramatic, nature have been achieved in predicting embezzlement. Such items as rural *versus* urban residence, age, previous occupation, etc., have even turned out to be useful in predicting marital happiness.

PAST HOLDS THE KEY

We, thus, have evidence from several fields that a man's past is a very important indicator of his future. There are exceptions and there will always be exceptions. Not all convicts with fifteen favorable factors turn out to be good citizens, and not all life insurance salesmen with high personal history scores turn out to be good salesmen. But the possible benefits to be obtained from a scientifically constructed scoring system are so great that it seems highly desirable to take advantage of this simple and efficient method of classifying prospective employees whenever it is possible to do so.

There are some dangers and pitfalls involved in using such a system for selecting prospective employees. It is essential that such a scoring system be developed for men in the exact occupation in which it is desired that success be predicted. The abilities required on different jobs are not the same and the factors in a man's history that may make him successful in one occupation may be of no importance in another occupation and may even be the very factors which will make him unsuccessful in still a third occupation.

Fortunately, it apparently is not always necessary to make separate studies for each individual company.

In life insurance, at least, it has definitely been shown that results of general applicability can be obtained and that the procedures worked out for hiring ordinary insurance salesmen for one company can be used successfully by other companies in the same business.

ADEQUATE RECORDS NEEDED

It is tremendously important to keep a large number of records in order to develop a successful scoring system which can be depended upon to give valid results in the future. It is also imperative that the analysis be made by someone who is thoroughly familiar with the relatively simple statistical techniques involved.

Here are the scoring weights for one item in a rather widely publicized application blank. It concerns the average monthly earnings on the last regular job which the man had prior to being considered as a prospective employee for the new company:

| | |
|---------------------|---|
| Up to \$150..... | 5 |
| \$150 to \$199..... | 4 |
| \$200 to \$249..... | 8 |
| \$250 to \$349..... | 1 |
| \$350 to \$399..... | 5 |
| \$400 and up..... | 6 |

The man with the lowest earnings gets a score of five points. If he earns a little more money his score drops down to four. By earning a little more, it zooms way up to eight. By earning still more his points credit takes a nose dive down to only one point. By earning a little more his score goes up to five again; and by earning still more, it goes to six. I doubt whether anyone can present any rational explanation for such wildly fluctuating scoring weights. My opinion is that there is no real reason for them; that the study was based on an inadequate number of people; and, as a result, the scoring weights reflect merely chance fluctuations in the data.

A DEPENDABLE SCORING SYSTEM

Now, what does this mean in practical terms? Simply this: if a scoring system is to be worked out at all, it must be based upon a sufficiently large number of individuals to give accurate and dependable results. How many does this mean? That is a difficult question to answer directly, so I should first like to refer to a couple of studies in which sufficiently large numbers of cases were used.

In working out the 1937 revision of the Phoenix Mutual selection system, I had available the records of 1,799 salesmen who had been hired by that company. A year later, I developed a rating chart for the life insurance industry based upon the records of 10,111 agents hired by about a dozen different companies. However, this figure is misleading, since in many instances records were available for only a small

portion of the items. Thus, for some personal history items the figures were based on an analysis of the careers of several thousand agents, while for some others the number might be as low as 500, or even lower. Most of the items finally used, however, were those for which we had a relatively large amount of data.

In a later study of sales managers I used a much smaller number and a few years of further research showed that a scoring system for personal history items based upon the records of only eighty-two managers actually turned out to be the best single predictor of managerial success. These eighty-two managers were not randomly selected, however. They were very carefully selected from a larger group of more than 800 managers. After a number of these managers were eliminated for various reasons (such as not having been on the job long enough for the company to be able to give adequate ratings of the success achieved, managers who were partners in an enterprise, those who were really salesmen rather than managers, etc.) the best 10% and the poorest 10% of the remainder were taken.

Thus the results obtained from the eighty-two managers are really more typical of those which would ordinarily be obtained from a group of about 400 to 800 managers.

LIMITATIONS

I very much doubt whether it is ordinarily possible for a company to do much of anything in the way of evaluating personal history items unless that company has, over a period of years, hired at least several hundred men in the same occupation and has, or can secure, reasonably accurate indications of the degree of success attained by these men. That means that the development and use of the weighted application blank is limited to large companies, to companies that have been hiring the same types of individuals over a long period of time, or to companies in the same industry that can pool their records and engage in cooperative research.

This is one of the disadvantages of using items of this type. It is quite possible to evaluate psychological tests on smaller groups of individuals. But for those companies that have the requisite amount of data I would strongly urge an investigation into the possibilities of utilizing it in the selection of personnel. One of the biggest advantages is that the results obtained are likely to be quite independent of those found from psychological tests and thus provide a new and independent evaluation of the individual.

Examination of two charts upon which I worked will help us to understand the actual construction of a rating system based upon items of the application blank. The first one of these was based on an analysis of the records of 10,111 full-time life insurance agents,

none of whom had had previous life insurance selling experience.

A scoring system was devised for each of the items included in the study. It was based on the actual records made by these agents. For example, when we assign a score of two points to a man who owns \$2,500 of life insurance and a score of five points to a man who owns \$5,000, we do so not because we think that a man should own a large amount of life insurance in order to be a successful salesman. We do it because we found out that the men who had \$5,000 of life insurance tended to remain in the business longer and to sell more life insurance than the men who owned only \$2,500 of insurance.

After determining the relative importance of each of the twenty-four items, ten were selected as giving the best predictions of first-year and second-year sales, and also as giving good predictions of whether an agent would remain in the business. We do not want to hire big producers who will stay with us only a few months. Neither do we want to hire men who will remain in the business for many years and never sell much of anything. Our criterion of success took both these things into account.

CHECKING THE RESULTS

A number of studies of the effectiveness of this rating chart in forecasting the success of new life insurance agents have been made. I should like to quote a few figures from a study made in 1941 based upon 334 men twenty-five years of age or younger and 523 men twenty-six years of age and older. Application-blank items of this type are generally not very effective in predicting the success of very young men, but even here there were large differences between the men with A (best) ratings and those with E (poorest) ratings.

Thus, 47% of the A men were still with the company a year later, while only 18% of those with E ratings survived. Of those who did remain, the men with A ratings sold, on the average, 64% more life insurance than those with E ratings. If these two factors are combined, it is found that one hundred men hired with ratings of A would sell almost three times as much in their first year as would one hundred men with E ratings.

Looking at the figures still another way, if one is interested only in star salesmen there will be about twenty such men out of each hundred hired with ratings of A, about seven out of each hundred whose original ratings are B or C, and about three for those with original ratings of D or E. The tremendous differences existing between these extreme groups are readily apparent.

A similar situation holds with respect to the 523 men who were twenty-six years of age or older at the time they were hired. The differences in their first-

year survival rate were not quite so large, but even so, about twice as many of the men with A ratings remained as did those with D or E ratings. Again, the A men sold about 50% more than the E men. In this group, the chances of obtaining a star salesman were seventeen out of one hundred for those with a rating of A; twelve out of one hundred for those with a rating of B; and four or five out of one hundred for those with lower ratings.

I think these figures demonstrate conclusively that even a simple rating chart, based on ten items such as number of dependents, occupation, membership and offices held in organizations, net worth, etc., can prove extremely useful in predicting success.

Even better results were obtained when this rating chart was combined with a personality test, thus emphasizing the well-known psychological principle that the maximum effectiveness cannot be obtained from any one magic method, but is obtained from a multiple approach in which the various selection instruments can be advantageously combined, thus supplementing each other.

When and How To Use Tests

By Dr. Vernon P. Scheidt

Waverly Press

IN OUR organization, testing has been applied from the bottom of the scale to the top, from the porters to the president.

One might immediately challenge, "Why bother to test porters?" We found no solution to our porter problem until we eventually drew up a porter schedule and did a time and method analysis of the whole porter problem. After that was done, we were faced with the situation of finding the people who could fit the plan. Obviously, we found inconsistencies on the basis of present personnel and we attempted to improve that personnel.

It has always been our desire to advance from within the organization, and the normal progress of the unskilled help in that area was from porters to other semiskilled tasks. Obviously, to predict whether a porter could be made a precision proof-press operator, a type killer, a stone laborer or a stone helper became a more complex problem. Until we began to test our porters, we did not have the answer to that problem.

THE PRESIDENT SUBMITS

Aptitude testing of the executive personnel, including the president, was not particularly my idea—at least, it was not my idea when I came into the organization. But the president of the company, who was a fearless man, thought it would be a good idea for himself and other executives to be tested.

As a result of this demonstration process in the executive area, the president of the company said one day in discussing some of our selection problems that he thought it was a good idea to spread testing throughout the plant, and to think of testing more in terms of developing a plant inventory. He remarked that we were extraordinarily skilled in evaluating equipment, methods, processes, our building space. We had already developed an air-conditioned plant long before other people were thinking about such things.

But in the area of personnel we had not gone very far at that point in really evaluating the quality of our personnel or its interchangeability, its weaknesses, its strengths.

He suggested that while our capital structure was important, personnel represented really one of our major assets. Besides the mere problem of evaluation, there was the constant problem of keeping and determining a kind of balance of personnel. He pointed out that he then was an old man—not too old, but going on in years—and that he had fought hard to build a business. He had, in turn, inducted what he thought was a young group in the late Twenties and early Thirties; but, as time went on, he said, these young men are now growing old and we ought to have a third generation coming on.

A PUSH FROM BELOW

Actually, we did not get around to selecting that third generation until after the war was over. Following the principle that he had laid down in evaluating total plant personnel, we found that we had many gaps in the organization that ought to be filled. There needed to be a third generation of individuals capable of advancement, with training, to top managerial jobs. Primarily, these individuals should be selected from among the ranks rather than brought in at a top level.

We started the process of building before the war was over. We planned what we were going to do with our returning veterans, what kind of training we were going to offer them, what kind of new jobs would be available, and along what expansion program this planning could be carried out to a considerable degree.

At the present time, not only have we accomplished the gestation of the new generation, but that generation is beginning to press the middle-age group. It is sufficiently capable and skilled to be challenging both the top echelon and the middle-age group. So that from a structural point of view, there is not much chance of resting on laurels. I like this kind of situation because it is a challenge to the organization as a whole and it assists in the development of a sound degree of plant morale.

The problem often arises that in the search for out-

standing people a considerable period of time is required to fill jobs. The ratio of people tested to those selected runs somewhere between one in seven and one in eleven. In this rather rigid labor market, selection is not an easy task. It is amazing, when you begin to use objective criteria, where you are likely to find the personnel you want.

TESTS vs. INTERVIEWS

The use of tests is decidedly different from the interview approach. It provides a contribution of objectivity which may or may not be in the interview technique. Obviously, you have a sound degree of objectivity in the weighted application form. But it would not be very likely that any kind of control interview could possibly take the place, predictively, of tests. At the present time, all our plant personnel, from compositors, monotype operators, proofreaders, to machinists and pressmen—all our employees are tested in some fashion.

Tests are designed and validated on a particular group. Validation is not a static process but a continuing one. Things that we might have used fifteen years ago have been discarded. In some instances, simpler techniques have been used; in others, more complex. But the processes of evaluation and validation must be continuing ones.

Besides the matter of balance of personnel from the point of view of maintaining or attracting people for plant organization, we have the effect of selection by tests on training time. You who have any knowledge of the printing trades know that the training period for hand composition or press work has been from five to six years and in some instances longer. We have found the training period for a hand compositor could be reduced very markedly by testing—by proper selection on the basis of aptitude. In our more recent postwar sample, we have improved the technique to the point where we now have gotten it down to approximately two years. We can have a fairly well developed compositor, adequately trained, after two years' experience in the organization.

TRAINING TIME TRIMMED

On the lower levels of simpler functions, such as the first stages of learning in hand composition, it used to take approximately a year and a half for a novice to obtain 100% efficiency in alterations and simple corrections on type. We are now doing that in three months' time.

The change primarily is a matter of selection, but is not completely so. Other factors are involved—the incentive to learn and the age characteristics of the group, those factors which enter the picture via interview avenues or other techniques.

In one industry I know something about, the cost of training per individual was said to be \$1,600. That

is high. Many of us do not even know what our cost of training is. It may be evaluated from various points of view, but it costs somewhere between X dollars and perhaps this high of \$1,600. In this particular program, the cost of training was not \$1,600 per individual; they managed to make only one man out of four successful, so it was actually \$6,400. Reduction through testing brought the training cost down to \$2,000. Whether any organization can find that kind of fabulous reduction is a matter of considerable question, but at least it does indicate a possibility which we need to examine.

You may raise the point that testing is only useful in highly skilled occupations. This is not completely true; there is ample evidence to the contrary if you want to search for it.

A TALE OF THE SHIRTS

I had another contact with a friend of mine who, when the war was over, decided to go into the laundry business and forthwith bought one. His first headache was his personnel problem. He found that he had a laundry that was operating, but on Monday morning the plant manager would have to go out with one of the trucks and round up people—go out and pull them out of bed and put them in the truck and bring them to work. We could not solve that problem by testing for time of rising or any such thing as that. There were a lot of other problems in this organization. After solving some of the initial problems, we decided to see what we could do with a testing program for laundry workers.

We began to select people on the basis of a test battery which was not validated, but which we thought was useful, and for which validation could be built as time went on. By improving the technique of selection and by injecting more objective criteria, we not only increased productivity per man hour but eventually increased some of the areas that were thought to be right at the top.

All the shirt pressers had been on a piece rate for years. They were paid on the basis of the number of shirts that they completed. It was the feeling of management that it made little difference whether the workers did it fast or slow. As time went on, however the management was presented with the problem that if the workers did not produce more shirts per hour it would have to invest in additional shirt units. These units were not obtainable at the moment and, if they had been, they would cost a sizable chunk of money. By selecting individuals who had a higher degree of manipulative skill, by experimentation in this area of selection, we raised the productivity per hour from a low for the industry of fifteen shirts per person per hour to a high of thirty shirts. This increase in selectivity led to an increase in wages. Eventually, we got the plant raised

to the point where it was not among the cats and dogs in the laundry business, and people actually wanted to come to work there.

INTUITION NOT ENOUGH

I have indicated a few areas wherein testing may be useful: in selection of employees at all levels in order to find the best person for the job, to reduce time and cost of training, and to increase productivity; in determining potential advancement for new employees, and in selecting old employees for promotion; in general, in making the company's assets in personnel known. I have attempted to point out that I think the use of tests can be an aid, depending on the area, in a variety of industrial situations.

When we come to the matter of how to use tests, we come to a different problem. The general concept that anyone can use a test, or any organization can buy a package of tests and forthwith have a testing program, is without very sound foundation.

Muensterberg pointed out many years ago in one of the early books on industrial management and psychology, that many management people insist on the most exact methods of measurement of physical phenomena, but in the area of psychological phenomena they believe that intuition is sufficient. To develop and use a testing program requires skill and a degree of planning and an exact degree of examination and retesting if it is to work satisfactorily.

For large organizations it is possible for a trained person in this field eventually not only to demonstrate his worth but also to pay the cost of the additional skill or addition to the organization. For small companies where a trained person would obviously be too sizable a cost, I think the best recommendation is to find the professional services or professional organizations that are capable of providing such a service at a not expensive price.

The Importance of the Interview

By Dr. Marion A. Bills

Aetna Life Insurance Company

A LARGE majority of people hire only after some type of personal interview.

Since interviews take time and effort, I believe most of you feel that the interview is important. Therefore, may we go on to discuss how to make the interview as valid as you can make a very inaccurate tool. It is an old story to all of you that the prime object of an interview is to get attitudes, not facts. To do this the applicant must be put at his ease, and he must do most of the talking. You must check on the blank periods in the employment report, reasons for leaving jobs, and so forth.

I want to make five points on some less obvious items. First, the test or tests should be given before the interview in which you explain the job to the individual. I thoroughly believe in testing. I believe it is more nearly accurate than the interview. But the testing should be done before you sell the job. This is especially necessary for interest and personality tests. In explaining the job to an applicant you sell him not only on the job as a whole, but on phases of the job, and by your enthusiasm influence, at least for the time being, the reaction of the applicant toward certain of his likes and dislikes.

LET HIM TALK IT OUT

My second point is even if you have the information on your application blank and perhaps already know it from what people have told you concerning the applicant, let the applicant talk himself completely out on the obvious items such as education, previous experience, why he wants to come with your firm, type of work that he really wants, and so forth.

During your talk you have a chance to watch very carefully for this rather vague thing called attitude, an item which you can get from an interview and nowhere else. The application blank will tell you a person graduated from college, earned part of his way, majored in sociology. But why did he major in sociology? Was it the subject? Was it the professor? Was it a vague feeling that it might be as useful in life as anything else? Or did he definitely intend to go into social work and later decided against it?

A few questions will bring out his attitudes. He has worked at various jobs during the summer and left to go back to school. That is right on the application blank. Did he like the work? How much did he earn? Did he have a better job between his junior and senior year than between his freshman and sophomore year? If he changed jobs each summer, why did he do it? To try out a variety of work or because the employers did not care about having him come back for the second summer?

THE UNEXPECTED QUESTION

When the applicant has told you all the things he expects to tell you and you have asked a good many questions which have brought out additional information, ask the applicant an unexpected question. With the many guidance programs that are prevalent in our schools at the present time, an applicant has been prepared to conduct a fairly good interview up to this point. If it is a woman, she has been told she should wear a suit or businesslike dress; that she should wear a hat and stockings, and should express frankly, but not boastfully, her qualifications. Similar information is available to the male applicant. Applicants can be coached in all of this, but they cannot be coached to answer an unexpected question.

From this unexpected question one gets two things. One finds out how well the person can think on a new topic. He also discovers how well he can apply past knowledge to a new topic and what his general attitude is in being confronted with a problem.

A CASE IN POINT

The answers are often illuminating. I remember one man I was interviewing for a teaching position in one of our junior colleges. He looked very good on paper, and the discussion about education, previous experience, and so forth, had seemed to make him a not unlikely candidate for the position of teaching English. I finally said to him: "What do you like best about your present job?" He was teaching in a boys' school at the time. After a moment's thought he said: "The view over the hills that I get when I walk to my first class in the morning."

That was a rather exceptional answer, but I thought maybe it was an exceptional view. So I pushed the matter a little bit further. What did he dislike the most about his present job? He said it was the gambling among the boys. I asked him what he meant by gambling and to give me an example. He told me that when there was one boy gone at the table at which he sat in the boys' school, the boys would not allow him to assign the extra cupcake to anybody, but insisted on drawing lots for it.

I was a little taken back. I could not imagine any really red-blooded boy who would allow the cupcake to be assigned. But I did not say so. I simply said that it did not seem to me like very vicious gambling. He said it was not vicious gambling, but it might lead to it. Further questioning on my part led to the conclusion that he completely lacked an understanding of the adolescent viewpoint.

FOLLOW THE HUNCH

Not long ago, a psychologist wrote a book on what he calls "surprise analysis." I think as laymen we would be more likely to call it "surprise hunches." Once in a while, as you interview someone, you suddenly get a feeling that the personality, ability and interests of the interviewee have suddenly become an open book to you. Why or how, it is often difficult to analyze, but you unexpectedly become sure of what your decision should be, or entirely unsure when you have been fairly sure before. It is often very difficult to put your finger on the exact thing that made the change, but the pattern takes form. The best comparison I can think of is doing a jigsaw puzzle. You will put one piece in place and suddenly twenty or more pieces will fit in.

Perhaps at this point the best advice one can give is: Don't trust the hunch, but don't discredit it. Push the investigation further. In at least 50% of the cases the hunch will be wrong, but it may be right.

If it is, it is almost a godsend. If it is possible to have a second interview, it is often best to stop the interview, cool off, and get your thinking organized. If the person is going on to another interviewer, pass the hunch along and have him try to unearth the things that gave it to you.

COST OF LOSING A GOOD MAN

My fifth point is that an interview, to be of any value, must not be hurried. It takes time. Time is valuable. But to hire a person who is not going to make good on the job for which you are hiring him will cost your concern a minimum of several hundred dollars, and at a maximum a good many thousands—or maybe I ought to say a maximum of an indefinite amount.

Remember, too, that not to hire the man that you should have hired is equally expensive. So it does no good to be on the cautious side. There are comparatively few of us whose time is worth more than \$100 an hour. Of course, the more responsible a position you are hiring for, the greater the loss will be, if you hire an unsuccessful person or a person who does not fit into your organization; and, equally so, if you let a good one get away. Therefore, one of the worst business economies is to economize on interviewing time.

Dr. Walter Bingham once said: "The object of the interview is to get information, give information and make a friend." You can very seldom do it in a few minutes. Don't try!

Selection of Management Personnel

By Dr. Dawson F. Dean

American Home Products Corporation

HOW many of us have clearly defined goals, sharply staked out in advance toward which we are consistently striving? How many of us are testing our progress by scientific experimentation, pilot runs or inventories? How many of us are so engrossed by the entrancing appeal of individual trees as we zig and zag along that we fail completely to comprehend the forest as such?

Opportunism is a poor guide for sound and long-range achievement of the right team combination for business success.

Probably no one will disagree with the premise that competitive business and industry in our democratic, free-enterprise society is based fundamentally on the profit motive. A business must make money to stay in business, and so the established laws and principles of sound fiscal practice and proved economics must control at all times. As a corollary, it is apparent that each business is concerned in turn with the production and distribution of quality mer-

chandise, or services, in greater volume at a lower cost than competitors can offer.

SCIENCE TO THE RESCUE

Three groups are involved: the buying public, the stockholders, the employees. Each of these three concerned groups must benefit and their interests remain synchronized for any business to prosper. Production of goods is usually accomplished in a work place where raw material is processed by machines with the aid of jigs and fixtures; but production is accomplished principally by and through people. The lesser ingredient has, on the whole, received, up to now, our principal attention. The machine, the production flow, such factors as light, ventilation, noise, etc., have been engineered and time-studied and reduced to a relatively exact science. When this scientific engineering technique is applied, however, to the human equation, we get our first real problem.

Every psychologist knows that the human factor can never be reduced to a rigid formula; human behavior can never be predicted with exact certainty. An understanding of the laws and principles of modern scientific psychology can, however, and frequently does, reduce the margin of error when the law of pure chance operates. The 50-50 can become the 60-40, the 65-35 or, perchance, the 80-20.

QUALITY COUNTS

In modern economy, it is being recognized that no business is stronger than the quality of its personnel. And of the total number, management admittedly sparks the machine. The selection, therefore, of present or potential management personnel, with the attending training investment and high replacement expense when turnover occurs, probably affects production costs more than any other item. Thus, management selection deserves our most careful scrutiny, and improvement here yields real pay dirt.

The management span obviously runs from the first-line supervisor to the chief executive. As we view management selection today, we find variable practices. Some companies develop a progressive feeder system with a trained understudy for every supervisory job. Others have a major emergency when a single death or resignation occurs. When America was young and businesses were largely small and independently owned, a close, personal, face-to-face relationship existed between the boss and his men. Such a boss was president, general manager, comptroller, technical staff and first-line supervisor wrapped up in a single package. He knew his men, their families, problems, aspiration, skills, and work habits.

He may have kept books in lead pencil on the back of the shop door. Modern technology had not

yet stretched the span, creating vacuums, tending thereby further to insulate the administrative chief from his multithousand family of workers. In big business, particularly, it is not only possible but probable that a worker in office or plant may never have closer or more intimate contact with his chief executive than a house-organ photograph. Is there any wonder that the pronoun "they" supplants the intimate "you" or "we?"

The vacuums thus created are filled by middle management supervisors and executives requiring, in turn, specialist and staff to administer personnel. Personnel administration, one of the last specialties to evolve in the complex modern age business-management picture, is still with its great potential an awkward adolescent, if not a howling infant.

Personnel administration fulfils its role when it functions as a highly skilled guidance, counseling and advisory service increasingly essential to the line and other staff units in the better performance of their respective assignments.

If management selection is to reach new highs in quality, personnel administrators might well be guided by the following procedure patterns used in this or a closely related form by a number of leading industries and business firms.

First: Securing an intimate knowledge of top management thinking, fiscal practices, business history, policies, organization, product, and personnel.

Second: Keeping constantly alert to staff needs as far in advance as possible through daily conferences in person or by telephone with all members of the management team.

Third: Securing a detailed "man-job specification" from the supervisor or executive under or with whom the prospective incumbent will work and to whom he will report.

Fourth: Reappraising the personality and operating characteristics of the boss so that all relevant elements in the new team might be most closely meshed, thus insuring better than even chances that a mutually satisfactory and workable combination will result.

Fifth: Securing and maintaining an adequate source of supply by:

- a. Trainees or junior management people earmarked for specific or general vacancy promotion;
- b. A reserve list, cross-indexed for ready screening against vacancy specifications if (a) fails to yield; and
- c. Outside sources of supply.

ALL THESE—AND PERSONALITY

In looking for a comptroller, for instance, for a subsidiary company, it is presumed that all applicants receiving serious consideration meet the necessary technical and professional qualifications backed by solid work experience. The prospective employer looking toward the most profitable use of a man's knowledge and skills should critically appraise the man's personality. How effectively can and will he work

with and through subordinates, colleagues and supervisors is *the* important element in selection, as I see it. If two men are equally equipped through training and experience to fill a management position, invariably the one with the better personality will, or should, be selected and will prove to be the better buy.

What evidence have we for this? When a nation is abruptly plunged into war, trappings, theories, practices, popular beliefs, the luxury of waste, incompetence and inefficiency indulged by a prosperous and indolent people at peace are suddenly and starkly reappraised in the scales of sheerest realism. Pearl Harbor did this for us. At first we groped and fumbled as we recoiled from the shock, but as we got our sea legs and began mobilizing, new yardsticks were developed for selecting the junior management personnel of our combat forces and dynamic personality emerged as value No. 1.

INDUSTRY vs. ARMY LEADERS

Read, if you have not, the dramatic report of Adjutant General Ulio on "How the Army Selects Its Officers."¹ It was found that many having the necessary knowledge and skills, many who had mastered theoretical and classroom material with ease and high marks, but lacked demonstrated competence in leadership, decisiveness, practical improvisation in emergencies, and the personal appeal based on social sensitivity which moves others to follow and obey, just could not be given their bars. The war record of those commissioned speaks eloquently for the soundness of this selection program.

Or read again the radical approach to selection used by the OSS, and dramatically reported in the March, 1946, issue of *Fortune*, entitled "A Good Man Is Hard To Find."

Although the tempo varies, the same basic personality pattern requirements succeed in business during peace. Using reverse English, successful management people can be appraised by analyzing the real causes of those who fail. Four studies conducted by the Bureau of Vocational Guidance at Harvard, Hunt's investigation of office workers, the Carnegie Institute study, and the Purdue University investigation (covering hundreds of companies, 19,300 persons, professional, supervisory and nonsupervisory, all of whom had been separated from their jobs) showed that 85% of the cause was personality defection.

And so a new emphasis in evaluation is suggested. If knowledge, skills and attitudes are the three areas of investigation essential for selection of nonsupervisory personnel, it is strongly implied that management personnel might increasingly be measured by

¹For a popularized account of this report see, "What It Takes to Be an Officer," by General Ulio in *The American Magazine* for April, 1944.

knowledge of human nature, skills in working with and through people, and attitudes toward people.

STRENGTHENING THE SYSTEM

There are certain obvious weaknesses in present-day management selection and areas in which research might lead to improvement.

First: The practice that the executive alone, since he knows what he wants, can best make the selection. He should definitely have the final voice in the decision, but if he has the benefit of professional staff assistance from personnel, his chances of success are better.

Second: The practice that the trial and error method of hiring and firing will eventually produce a winning team. The hidden loss here would be staggering if brought out into the open by inventory and research.

Third: The practice that if the new selectee appears to have the stuff, he will eventually find himself and produce. Only adequate, complete and continuous training will bring any management person up to his production maximum.

Fourth: The practice of "running a taut ship." The dividends flowing from democracy in action are tremendous and lasting. The executive who leads by example, delegating clear-cut responsibility, training thoroughly and continuously, criticizing constructively, recognizing both the dignity of his subordinates and the dignity of their job, will accomplish more at less cost than the beneficent autocrat, regardless of his good intentions.

Fifth: The practice of never thinking beyond the department or division level, thus freezing budding personnel and preventing for the greater good of both company and man his effective transfer and promotion.

Finally, developing real cost consciousness—eternally vigilant to unnecessary expenditures, methods, superfluous personnel; seeking ever to streamline, modify and reduce operating cost; carrying out the inventory of personnel with the regularity and high efficiency that stock is inventoried. Better merit rating and better use of this tool are suggested. To further improve our methods of selection it is recommended that we equip and staff laboratories for continuous research in management selection, and, where this is currently impractical, conduct limited research and exchange findings through the coordination of central agencies such as THE CONFERENCE BOARD.

SUBSIDIZING RESEARCH

I have deliberately said nothing about applying broad-scale testing, partly because this area belongs rightly to another member of this panel and partly because cautious and limited procedure is still sounder, I believe, in a large industrial setup. I say this fully aware that charlatans with their glib and extravagant claims and money-grabbing tendencies have moved in and, capturing the imagination of lay executives, may kill the goose that lays the golden egg. In this respect, we lack the motivation of a war period which stimulates daring risks with its frequently dramatic results.

Finally, I suggest that we consider industrial subsidizing of sound research in the social sciences to be carried on by universities. A closer liaison between industry and the university would be mutually advantageous.

Case Study of a Union Shop Election

DURING the coming year tens of thousands of union shop elections may have to be held by the National Labor Relations Board. Some estimates run as high as fifty thousand. Inquiries to THE CONFERENCE BOARD have shown great interest as to exactly what the procedure is in union shop elections where both employer and union agree beforehand to a union shop. A case study of the exact steps taken by one company and its union may give a good idea of the practical problems involved.

The Union Steel Products Company of Albion, Michigan, has had a union shop contract with the Stovemounters' International Union, Local 67, AFL, since 1941. The contract expired in October, 1947. The company officials had no objection to continuation of the union shop and the union had complied with the Taft-Hartley Act. They, therefore, renewed the contract containing the standard union shop clause requiring union membership as a condition for

employment. But to meet the Taft-Hartley Act they inserted this clause in the new agreement:

"Provided that the part of this section which makes it mandatory for an employee to join the union will become effective only after the steps provided in the Labor Management Relations Act of 1947 have been duly taken, and the employees have approved that action in accordance with the Labor Management Relations Act."

On October 23, 1947, the contract containing this clause was signed. On the same day, the company officials sent a letter to the regional office of the National Labor Relations Board located at Detroit. They advised them that the union shop election would be a "consent" election and that management intended to cooperate in holding the election.

On October 28, the officials of the NLRB acknowledged the company's letter. They indicated their pleasure upon being notified of the company's intention to cooperate in the disposition of the case. They

UNITED STATES OF AMERICA NATIONAL LABOR RELATIONS BOARD

NOTICE OF ELECTION

RIGHTS OF EMPLOYEES

Section 8 (a) (3) of the National Labor Relations Act provides, in part, that nothing in the Act shall preclude an employer from making an agreement with a labor organization to require as a condition of employment membership therein on or after the thirtieth day following the beginning of such employment or the effective date of such agreement, whichever is the later, (i) if such labor organization is the representative of the employees in the appropriate collective bargaining unit covered by such agreement when made; and (ii) if, following the most recent election held as provided by the Act, the Board shall have certified that at least a majority of the employees eligible to vote in such election have voted to authorize the making of such agreement.

PURPOSE OF ELECTION

An election by secret ballot will be conducted under the supervision of the Regional Director of the National Labor Relations Board among the eligible voters described herein to determine if such employees desire that the employer and the designated bargaining agent be authorized to conclude an agreement including such provisions as are described in the paragraph above.

SECRET BALLOT

The election will be by SECRET ballot. Voters will be allowed to vote without interference, restraint, or coercion. Electioneering will not be permitted at or near the polling place. Violations of these rules should be reported immediately to the Regional Director or his agent in charge of the election. Your attention is called to Section 12 of the National Labor Relations Act.

ANY PERSON WHO SHALL WILLFULLY RESIST, PREVENT, IMPEDE OR INTERFERE WITH ANY MEMBER OF THE BOARD OR ANY OF ITS AGENTS OR AGENCIES IN THE PERFORMANCE OF DUTIES PURSUANT TO THIS ACT SHALL BE PUNISHED BY A FINE OF NOT MORE THAN \$5,000 OR BY IMPRISONMENT FOR NOT MORE THAN ONE YEAR, OR BOTH.

An agent of the Board will hand a ballot to each eligible voter at the voting place. The voter will then mark the ballot in secret in a voting booth and fold it. The voter will then personally deposit the folded ballot in a ballot box under the supervision of an agent of the Board. ~~The property of the United States Government and will determine the results of the election.~~ Incorporated herein for your information only is a copy of the official ballot.

AUTHORIZED OBSERVERS

Each of the interested parties may designate an equal number of observers, this number to be determined by the Regional Director or his agent in charge of the election. These observers will (a) act as checkers of the voting place and at the counting of ballots, (b) assist in the identification of voters, (c) challenge voters and ballots, and (d) otherwise assist the Regional Director or his agent.

ELIGIBILITY RULES

Employees described under VOTING UNIT in this Notice of Election who did not work during the designated pay-roll period because they were ill or on vacation or temporarily laid off, and employees in the Armed Forces of the United States who present themselves in person at the polls, shall be eligible to vote. Employees who have quit or been discharged for cause since the designated pay-roll period, and who have not been rehired or reinstated prior to the date of the election, shall not be eligible to vote.

CHALLENGE OF VOTERS

The challenge of a voter MUST be made before the voter has deposited his ballot in the ballot box.

INFORMATION CONCERNING ELECTION

Any employee who desires to obtain any further information concerning the terms and conditions under which this election is to be held or who desires to raise any question concerning the holding of an election, the voting unit, or eligibility rules may do so by communicating with the Regional Director or his agent in charge of the election.

VOTING UNIT

UNION STEEL PRODUCTS COMPANY
ALBION, MICHIGAN

Those ELIGIBLE to vote are all employees of the company, who were on the Employer's payroll for the period ending October 24, 1947, excluding foremen in charge of any classes of labor, salaried employees, office help and guards.

TIME AND PLACE OF ELECTION

DATE: NOVEMBER 21, 1947

TIME: 10:00 A.M. to 2:00 P.M.
and 7:00 P.M. to 8:00 P.M.

PLACE

In the Pallet Department.

United States of America
National Labor Relations Board
OFFICIAL SECRET BALLOT

FOR EMPLOYEES OF

UNION STEEL PRODUCTS COMPANY
ALBION, MICHIGAN

If you spoil this ballot, return it to the Board Agent for a new one.

MAKING AN "X" IN THE SQUARE OF YOUR CHOICE

Do you wish to authorize the Union named below to enter into an agreement with your employer which requires membership in such union as a condition of continued employment?

LOCAL 67, STOVE MOUNTERS' INTERNATIONAL UNION OF NORTH AMERICA, AFL.

YES

☐

NO

☐

DO NOT SIGN THIS BALLOT. Fold and drop in ballot box.

FRANK H. BOWEN
REGIONAL DIRECTOR

THIS IS THE ONLY OFFICIAL NOTICE OF THIS ELECTION AND MUST NOT BE DEFACED BY ANYONE

also said the union contemplated filing under Section 9 (E) (1) of the Taft-Hartley Act. The reply suggested that the company send a copy of the current payroll containing the names of persons covered by the agreement. In addition, they asked for a copy of the union contract so that a proper unit description might be determined. The reason for their requests, the board officials wrote, was to determine whether 30% of the employees in the bargaining unit supported the request for a union shop on the cards that the union had to file with the NLRB.

In reply to the NLRB's letter, the company executives wrote to the board, enclosing a list of all workers included in the bargaining unit, a copy of the last year's union contract and a copy of the new contract.

The NLRB officials also wrote to the president of the local AFL union and enclosed a copy of the petition for an NLRB-conducted union shop election.

An official of the NLRB came to the company's plant on November 11. He discussed details of the election with the union representatives and with the company's personnel director. He posted throughout the plant official NLRB union shop election notices. (See form on page 11.)

The company also posted in all departments notices of the union shop election which reads as follows:

November 19, 1947

Depts: 1, 1A, 2, 3, 5, 6, 7, 7A, 8, 10, 11, 12, 13, 14, 16, 18, 19, 20, 20A, 21, 22, 23, 24, 25, 26

SUBJECT: UNION SHOP ELECTION

On Friday, November 21, 1947, we shall hold an election to determine whether we shall have a union shop. This election has been previously announced on notices which have been posted throughout the plant.

Those eligible to vote are all present employees who were on the payroll for the period ending October 24, 1947, except foremen, salaried employees, office employees and plant guards.

The election will be held in Department 22, where we have been manufacturing pallets, and it will begin at 10:00 a.m. All employees who are eligible to vote shall vote at the time shown for their department on the schedule which follows.

In all cases where an employee has to leave his department during working hours he should first punch out on a blank time ticket, go to Department 22 and vote, and then return immediately to his own department and punch out on the blank time ticket and back in onto the job he left. This is important, for the voting time has to be turned in against a special order number.

Schedule of Voting

| TIME | DEPT. |
|------------|-------------------|
| 10:00 A.M. | Dept. 1 |
| 10:15 A.M. | Dept. 2, 3, 5, 7A |
| 10:30 A.M. | Dept. 6, 8 |

| | |
|---------------------|--|
| 10:45 A.M. | Dept. 7, 10 |
| 11:00 A.M. | Dept. 12, 13 |
| 11:15 A.M. | Dept. 14 (12-8 Shift) |
| 11:30 A.M. | Dept. 16 (12-8 Shift) |
| | Dept. 11 (12-8 Shift) |
| 11:45 A.M. | Dept. 23 (12-8 Shift) |
| | Dept. 25 (12-8 Shift) |
| 12:00 NOON | Dept. 14 (4-12 Shift), Dept. 11 (4-12 Shift) |
| | Dept. 16 (4-12 Shift), Dept. 23 (4-12 Shift) |
| 1:00 P.M. | Dept. 14 (Day Shift), Dept. 26 |
| 1:15 P.M. | Dept. 18 (1st Shift), Dept. 19 |
| | Dept. 20 (1st Shift) |
| 1:30 P.M. | Dept. 20A, Dept. 21, Dept. 22 |
| 1:45 P.M. | Dept. 24 |
| 2:45 P.M. | Dept. 20 (2nd Shift), Dept. 18 (2nd Shift) |
| 7:00 P.M.-8:00 P.M. | Dept. 14 (8-4 Shift), Dept. 16 (8-4 Shift) |
| | Dept. 23 (8-4 Shift) |

Any not included in this schedule may vote at any time between 10:00 A.M.-4:00 P.M. or 7:00 P.M.-8:00 P.M.

GEORGE MATTHEWS

These notices were signed by the personnel director. They indicated the method and place of voting, and how the workers should punch out when leaving work to go to the voting places.

For the voting the company officials picked a place in the plant where they could route the workers rather quickly and in an orderly manner. The company had intended to have its personnel director, and the union one of its vice presidents, present to challenge voters if need be. The NLRB representative would not allow this. The company had to pick a supervisor of timekeepers for management and the union picked someone other than an officer to represent their organization.

The election was held on Friday, November 21. It resulted in a favorable vote for the union shop. On November 24, the personnel director issued a notice to the plant reading as follows:

"The results of the election which was held on Friday to determine whether all employees, except salaried workers, foremen, office help, and plant guards, would be required to join the union are as follows:

| | |
|------------------------|-----|
| In favor of union shop | 465 |
| Against union shop | 31 |
| Void ballots | 4 |

Total votes500

Since the majority of all eligible workers voted in favor of the question we shall continue with the union shop as we have since 1941.

(Signed) GEORGE MATTHEWS"

Company officials believe that the election ran off quickly and with a minimum of lost time. The contract was signed on October 23; the election was over and final decision rendered within one month following that time.

JAMES J. BAMBRICK, JR.
Division of Personnel Administration

Trends in Labor Relations

Checkoff Reminder

A large number of union contracts signed before passage of the Taft-Hartley Act (June 23, 1947) do not expire until after July 1, 1948.

Inquiries to THE CONFERENCE BOARD indicate that a number of labor relations people are of the opinion that these contracts are not affected by the Taft-Hartley Act. This may not be so if the contracts contain a checkoff clause. The act says that after July 1, 1948, the employer must, before checking off union dues, comply with this restriction: He must have written authorization from each worker to be checked off, which authorization must not be irrevocable for longer than the life of the contract, or for more than one year, whichever is sooner. (Section 302.)

To meet this section of the act, labor relations executives contacted by THE CONFERENCE BOARD intend, on the whole, to take one of the three following steps:

1. Do nothing. Then on July 1, 1948, they will automatically enforce the checkoff restriction of the act. (The checkoff provisions of the law then take precedence over the contract provisions.)

2. Notify the union sixty days prior to July 1, 1948, that they want to change the checkoff clause to comply with the law. Following this they would rewrite the contract's checkoff section.

3. In conjunction with the union, change at the present time the wording of checkoff authorization cards to comply with the act. The union officials would get their members to sign the new cards and turn them over to the company.¹

* * *

Things Are Not What They Seem

In human relations, many times things are not what they seem. Perhaps with this fact in mind, union leaders and attorneys have introduced new phraseology in writing union security clauses to meet the Taft-Hartley Act. According to some observers, attorneys have written clauses into their contracts that, when quickly read by a worker, seem to say he must belong to the union. But when closely read by a person with a more legal mind than the average worker's, they do not actually say the worker is compelled to join the union.

¹See *The Management Record* for November, 1947, for new types of checkoff forms.

A CIO union's contract with an eastern manufacturer provides a good example of this new phraseology:

"After a period of thirty days such newly employed employees shall be expected to join the union."

This CIO contract does not provide for an NLRB-conducted union shop election. When quickly read the sentence would seemingly require an illegal compulsion to join the union. But instead of requiring the new worker to join the union, the contract says that he is "expected to join."

The same agreement also says that while the company has the right to hire in the open market, it agrees to advise the union when in need of new employees. Both CIO and AFL unions are now pushing to get this type of clause in their post-Taft-Hartley contracts.

* * *

Holiday Pay for Part-time Workers

The fine points of holiday pay policies have been figuring more and more in union contract negotiations. In the hosiery industry, for example, the problem of holiday pay for part-time workers came up for discussion. The question raised was: Should holiday pay be given to employees who work on a part-time basis and who are not employed either on the day immediately preceding or following the holiday?

To answer this question, the union proposed to the Full Fashioned Hosiery Manufacturers of America that part-time employees whose work week ends short of a holiday receive the paid holidays provided for regular workers under the National Labor Agreement. To accomplish this result, the following clause was added to the National Labor Agreement of the CIO American Federation of Hosiery Workers.

"In the case of a regular employee working on a part-time basis, who is not scheduled to work either the last scheduled work day prior to, or the first scheduled work day after a designated holiday, such employee shall be entitled to be paid for such holiday if he works his last scheduled work day prior to, and his first scheduled work day after such holiday, provided he meets all of the other eligibility requirements as herein provided."

JAMES J. BAMBRICK, JR.
Division of Personnel Administration

Overtime Pay for Exempt Employees

THE FAIR Labor Standards Act of 1938 requires that all employers shall pay to their employees who are "engaged in commerce or in the production of goods for commerce" not less than one and one-half times their regular rate for time worked in excess of forty hours in any week.

Section 13 of the act, however, specifically provides that *bona fide* executive, administrative and professional employees are not covered by the overtime

pay requirement. Therefore, unless otherwise specified by contract, employers generally are not under any contractual obligation to pay overtime to employees in these categories.

Notwithstanding the absence of any legal or contractual compulsion, a substantial number of employers have elected to compensate certain salaried employees above the rank-and-file level for work performed outside their regularly scheduled hours.

As part of a comprehensive survey of the personnel practices of a large group of companies recently conducted by THE CONFERENCE BOARD, information was sought as to the extent of the practice of compensating supervisors and other exempt salaried employees for overtime work. The replies of 464 companies are summarized in Table 1.

Table 1: How 464 Companies Compensate Exempt Employees for Overtime Work

| Practice | Number of Companies, by Salaried Employees per Establishment | | | | | |
|-----------------------|--|-----|-----------|------------|----------------|----------------|
| | Total | | Under 250 | 250 to 999 | 1,000 to 4,999 | 5,000 and Over |
| | No. | % | | | | |
| Regularly pay..... | 151 | 32 | 23 | 47 | 67 | 14 |
| Occasionally pay..... | 8 | 2 | 2 | 2 | 3 | 1 |
| Do not pay..... | 305 | 66 | 85 | 99 | 98 | 23 |
| Total..... | 464 | 100 | 110 | 148 | 168 | 38 |

Table 2: Eligibility for Overtime Payment of Exempt Groups, in 51 Companies

| Overtime Payments Restricted to | Number of Companies, by Salaried Employees per Establishment | | | | | |
|---|--|-------|-----------|------------|----------------|----------------|
| | Total | | Under 250 | 250 to 999 | 1,000 to 4,999 | 5,000 and Over |
| | No. | % | | | | |
| "Certain groups"..... | 5 | 9.8 | 1 | 1 | 2 | 1 |
| Foremen..... | 11 | 21.6 | 3 | 3 | 5 | .. |
| Supervisors..... | 6 | 11.8 | .. | .. | 4 | 2 |
| Certain professional men..... | 1 | 2.0 | .. | .. | 1 | .. |
| Junior executives..... | 2 | 3.8 | .. | 1 | 1 | .. |
| Key men up to executive level..... | 1 | 2.0 | .. | .. | 1 | .. |
| Those on time clock..... | 1 | 2.0 | .. | 1 | .. | .. |
| All except supervisors and executives..... | 2 | 3.8 | .. | 1 | 1 | .. |
| All except those paid on monthly basis..... | 1 | 2.0 | .. | .. | 1 | .. |
| Lower paid employees only..... | 3 | 5.8 | .. | 2 | 1 | .. |
| Those receiving up to: | | | | | | |
| \$3,600..... | 1 | 2.0 | .. | .. | 1 | .. |
| \$3,900..... | 1 | 2.0 | .. | .. | 1 | .. |
| \$4,000..... | 1 | 2.0 | .. | .. | 1 | .. |
| \$4,024.80..... | 1 | 2.0 | .. | .. | 1 | .. |
| \$4,200..... | 1 | 2.0 | .. | .. | 1 | .. |
| \$4,500..... | 2 | 3.8 | .. | .. | 2 | .. |
| \$4,800..... | 2 | 3.8 | .. | 1 | .. | 1 |
| \$4,860..... | 1 | 2.0 | .. | .. | .. | 1 |
| \$4,956..... | 1 | 2.0 | .. | .. | .. | 1 |
| \$5,000..... | 3 | 5.8 | .. | 2 | 1 | .. |
| \$5,040..... | 1 | 2.0 | .. | 1 | .. | .. |
| \$5,990..... | 1 | 2.0 | .. | .. | .. | 1 |
| \$6,240..... | 1 | 2.0 | .. | .. | 1 | .. |
| \$9,000..... | 1 | 2.0 | .. | .. | .. | 1 |
| Total..... | 51 | 100.0 | 4 | 13 | 26 | 8 |

Table 3: Basis of Computing Overtime Payment for Exempt Employees, in 151 Companies

| Overtime Computed at | Number of Companies, by Salaried Employees per Establishment | | | | | |
|--|--|-------|-----------|------------|----------------|----------------|
| | Total | | Under 250 | 250 to 999 | 1,000 to 4,999 | 5,000 and Over |
| | No. | % | | | | |
| Straight time..... | 40 | 26.5 | 8a | 11b | 18c | 3 |
| Time and one fifth..... | 2 | 1.3 | .. | .. | 2 | .. |
| Time and one fourth..... | 1 | .7 | .. | .. | 1 | .. |
| Time and one half..... | 65 | 43.0 | 9 | 18de | 33 | 5 |
| Bonus..... | 26 | 17.2 | 6 | 13 | 7 | .. |
| Sliding scale..... | 9 | 6.0 | 1 | 3 | 2 | 3 |
| Straight time up to 40 hours; time and one half over 40.... | 2 | 1.3 | .. | .. | .. | 2f |
| Straight time to those earning \$405-\$530 monthly; time and one half to those earning less than \$405..... | 1 | .7 | .. | .. | .. | 1 |
| 30% increase in foreman's salary if men supervised work 6 days..... | 1 | .7 | .. | 1 | .. | .. |
| One and one half times rate of highest salaried nonexempt employee..... | 1 | .7 | .. | .. | 1 | .. |
| \$13.50 for each 8 hours over 40 in week..... | 1 | .7 | .. | .. | 1 | .. |
| \$1.45 an hour for those earning \$251-\$400 a month..... | 1 | .7 | .. | 1 | .. | .. |
| \$30 a month for 44 hours, \$60 a month for 48 hours, to those with base salary of \$200-\$410; \$9 a month for 44 hours, \$18 a month for 48 hours, to those with base salary of \$410-\$420..... | 1 | .7 | .. | 1 | .. | .. |
| Total..... | 151 | 100.0 | 24 | 48 | 65 | 14 |

aIn 1 company, up to a maximum of 5 hours.

bIn 1 company, for over 48 hours a week.

cIn 1 company, up to a maximum of 8 hours a week.

dIn 1 company, based on first \$2,400 of annual salary; salary plus overtime not to exceed \$5,000 in any one year.

eIn 2 companies, for over 40 hours in week.

fFor those earning less than \$80.10 a week; for those earning more, straight time only.

Table 4: Types of Hours for Which Overtime Payment Is Made, in 14 Companies

| Type of Overtime | Number of Companies, by Salaried Employees per Establishment | | | | |
|---|--|-----------|------------|----------------|----------------|
| | Total | Under 250 | 250 to 999 | 1,000 to 4,999 | 5,000 and Over |
| Saturdays and Sundays only..... | 1 | 1 | .. | .. | .. |
| Sundays only..... | 1 | .. | .. | 1 | .. |
| Sundays and holidays only..... | 1 | .. | 1 | .. | .. |
| Over 46 hours a week..... | 1 | .. | .. | 1 | .. |
| Over 48 hours a week..... | 1 | .. | 1 | .. | .. |
| Sixth day worked in week..... | 1 | .. | .. | 1 | .. |
| In excess of 2 hours immediately following work day, or on day off..... | 1 | .. | .. | 1 | .. |
| Total..... | 7 | 1 | 2 | 4 | 0 |

Nearly one third of the companies cooperating in the survey make a regular practice of compensating at least a portion of their exempt personnel for at least some of the hours worked in excess of those regularly scheduled.

Of the companies which pay for overtime, a relatively larger proportion are to be found among the larger-sized organizations. Of the 110 reporting companies with fewer than 250 salaried employees, 23, or 21%, regularly pay overtime. Of the 206 companies having 1,000 or more salaried employees, 81, or almost 40%, make such payments.

Many of the companies that report paying exempt personnel for overtime work submitted additional information relating to (1) the portion of their exempt staff which is eligible for overtime payments; (2) the

existence of various limitations on the out-of-schedule overtime hours treated as compensable; and (3) the methods of computing overtime payments. This information is presented in summary form in tables 2, 3 and 4.

COVERAGE

Approximately one third, or 51, of the companies that report making overtime payments (either regularly or occasionally) to exempt employees indicate that only certain of this personnel is eligible for such payments. Twenty-nine of the fifty-one limit compensation to specified titles or levels of responsibility. The remaining twenty-two draw various salary lines of demarcation. (See table 2.)

COMPUTING OVERTIME

While the Fair Labor Standards Act prescribes for nonexempt personnel the payment of overtime at a rate not less than one and one-half the regular rate, the practice with respect to exempt employees shows considerable variation. The most prevalent basis for computing overtime payments is time and one half, with straight time next in order of frequency. A special bonus is used by twenty-six organizations, while nine use a sliding scale of compensation. The remainder use formulas adapted to their special needs.

A total of seven companies point out that while they pay for overtime worked by exempt employees, there are certain restrictions on such payments. (See Table 4.)

HERBERT S. BRIGGS

Division of Personnel Administration

Recording Employee Medical Data

COMPANIES which have medical departments generally agree that a well-kept and carefully planned health history is an important part of a worker's record. Health reports are invaluable guides in placing individuals on satisfactory jobs and are also useful in reviewing various industrial health problems, such as those related to occupational disorders and absenteeism.

RECORDS KEPT

In order to secure and maintain a continuous picture of an employee's physical ability for work, industrial physicians frequently record extensive information concerning his past and present medical histories, status of health, on-the-job medical attention and health counseling. Data on these various personal services accumulate rapidly, however, and unless sim-

ple recording methods are adopted to provide compact reports, file space becomes a major problem for the department.

CHECKING HISTORY DATA

With this concern in mind, the Bell Telephone Laboratories developed a checking and coding system for recording employee health information which, it believes, not only saves file space but produces more efficient and useful reports.

The company's medical history and physical examination form (shown on page 16) is a single sheet, approximately 11¼ x 8¾ inches in size, compactly arranged so that the majority of the questions appearing on the form may be answered solely by checks (✓). According to the company, the practice of checking question responses has three major ad-

| BELL TELEPHONE LABORATORIES INCORPORATED MEDICAL DEPARTMENT | | | | | | | | | |
|--|-------------------------------------|--------------------------|-------------------------------------|---|--|--------------------------------------|-------------------------------------|--------------|-------------------------------------|
| MEDICAL HISTORY AND PHYSICAL EXAMINATION | | | | | | | | | |
| PREPLACEMENT <input type="checkbox"/> PERIODIC <input type="checkbox"/> FIRST SUBSEQUENT <input checked="" type="checkbox"/> OBLIGATORY <input type="checkbox"/> DIAGNOSTIC <input type="checkbox"/> | | | | | | | | | |
| SEX <u>M</u> | RACE <u>W</u> | NATIONALITY <u>Amer.</u> | AGE <u>30</u> | CONJUGAL CONDITION <u>S</u> <input checked="" type="checkbox"/> <u>M</u> <input type="checkbox"/> <u>W</u> <input type="checkbox"/> <u>D</u> <input type="checkbox"/> | CHILDREN <u>L</u> <u>2</u> <u>0</u> <u>0</u> | PREVIOUS OCCUPATION <u>Assembler</u> | | | |
| COMPLAINT OR INTERVAL HISTORY | | | | | | | | | |
| FAMILY HISTORY GIVE AGE AND HEALTH OR, IF DEAD, AGE AT AND CAUSE OF DEATH FATHER <u>60 - Cancer</u> SIBLINGS <u>0</u> MOTHER <u>63 - L + W.</u> | | | | | | | | | |
| PAST HISTORY—CHECK (V) IF NEGATIVE, OR GIVE YEAR OF OCCURRENCE OR EXPLAIN BELOW | | | | | | | | | |
| TUBERCULOSIS | <input checked="" type="checkbox"/> | FADING | <input checked="" type="checkbox"/> | EVER BEEN INJURED | <input checked="" type="checkbox"/> | | | | |
| PNEUMONIA | <input checked="" type="checkbox"/> | EPILEPSY | <input checked="" type="checkbox"/> | EVER INJURED AT WORK | <input checked="" type="checkbox"/> | | | | |
| PLEURISY | <input checked="" type="checkbox"/> | TYPHOID FEVER | <input checked="" type="checkbox"/> | EVER PATIENT IN HOSPITAL | <input checked="" type="checkbox"/> | | | | |
| SINUSITIS | <input checked="" type="checkbox"/> | HEMATURIA | <input checked="" type="checkbox"/> | EVER CLINIC PATIENT | <input checked="" type="checkbox"/> | | | | |
| FREQUENT COLDS | <input checked="" type="checkbox"/> | EYE CONDITIONS | <input checked="" type="checkbox"/> | EVER OPERATED UPON | <input checked="" type="checkbox"/> | | | | |
| RUNNING EAR | <input checked="" type="checkbox"/> | SKIN CONDITIONS | <input checked="" type="checkbox"/> | EVER REJECTED FOR EMPLOYMENT | <input checked="" type="checkbox"/> | | | | |
| HEMORRHOIDS | <input checked="" type="checkbox"/> | INDIGESTION | <input checked="" type="checkbox"/> | EVER REJECTED FOR INSURANCE | <input checked="" type="checkbox"/> | | | | |
| SCARLET FEVER <u>1924</u> | <input checked="" type="checkbox"/> | KIDNEY TROUBLE | <input checked="" type="checkbox"/> | EVER ANY OTHER ILLNESS | <input checked="" type="checkbox"/> | | | | |
| RHEUMATIC FEVER | <input checked="" type="checkbox"/> | DIABETES | <input checked="" type="checkbox"/> | MOST RECENT ILLNESS | <input checked="" type="checkbox"/> | | | | |
| JOINT PAIN | <input checked="" type="checkbox"/> | HEART TROUBLE | <input checked="" type="checkbox"/> | VACCINATION—SMALL POX | <input checked="" type="checkbox"/> | | | | |
| TONSILITIS | <input checked="" type="checkbox"/> | NERVOUS BREAKDOWN | <input checked="" type="checkbox"/> | TYPHOID | <input checked="" type="checkbox"/> | | | | |
| BLOOD SPITTING | <input checked="" type="checkbox"/> | BACK ACHE | <input checked="" type="checkbox"/> | OTHER | <input checked="" type="checkbox"/> | | | | |
| FEMALE MENSES REGULAR DATE OF LAST GO TO BED BECAUSE OF PAIN LOSE TIME WORK OR SCHOOL | | | | | | | | | |
| AMPLIFY ANY OF ABOVE IF INSUFFICIENT SPACE OR ADDITIONAL HISTORY | | | | | | | | | |
| (1) Complete recovery (2) T. + A. 1920 (3) Severed extensor tendon left ring finger 1940 in employ Jones & Co. N.Y.C. - Repaired by Dr. Brown in Mercy Hospital. | | | | | | | | | |
| I CERTIFY THAT MY ANSWERS TO THE ABOVE QUESTIONS ARE TRUE AND I GIVE PERMISSION FOR A PHYSICAL EXAMINATION. | | | | | | | | | |
| SIGNED <u>John J. Smith</u> | | | | | | | | | |
| RATE QUALITY VESSEL WALL <u>98° R 20 P. 72 Full Soft</u> <u>BR 124/82</u> <u>HT. 5' 10"</u> <u>WT. 170</u> <u>USUAL 170</u> | | | | | | | | | |
| VISION DISTANT (SNELLEN) <u>R 20/40</u> <u>L 20/50</u> WITH GLASSES <u>R 20/20</u> <u>L 20/20</u> NEAR 14" (JAEGER) <u>R 4</u> <u>L 5</u> WITH GLASSES <u>R 1</u> <u>L 1</u> | | | | | | | | | |
| HEARING <u>R 20/20</u> <u>L 20/20</u> COLOR BLIND <u>no</u> DEMEANOR <u>reserved</u> HYGIENE <u>good</u> | | | | | | | | | |
| MARK WITH (V) IF NORMAL OR (X) IF NOT AND DESCRIBE BELOW UNDER POSITIVE FINDINGS | | | | | | | | | |
| SKIN | <input checked="" type="checkbox"/> | MOUTH | <input checked="" type="checkbox"/> | BREASTS | <input checked="" type="checkbox"/> | HERNIA | <input checked="" type="checkbox"/> | DEFORMITIES | <input checked="" type="checkbox"/> |
| HAIR | <input checked="" type="checkbox"/> | TEETH | <input checked="" type="checkbox"/> | LYMPH NODES | <input checked="" type="checkbox"/> | ING. RINGS | <input checked="" type="checkbox"/> | ANUS | <input checked="" type="checkbox"/> |
| EYES | <input checked="" type="checkbox"/> | TONSILS | <input checked="" type="checkbox"/> | HEART | <input checked="" type="checkbox"/> | GENITALIA | <input checked="" type="checkbox"/> | VARICOSES | <input checked="" type="checkbox"/> |
| NARES | <input checked="" type="checkbox"/> | THYROID | <input checked="" type="checkbox"/> | LUNGS | <input checked="" type="checkbox"/> | EXTREMITIES | <input checked="" type="checkbox"/> | SPINE | <input checked="" type="checkbox"/> |
| EARS | <input checked="" type="checkbox"/> | THORAX | <input checked="" type="checkbox"/> | ABDOMEN | <input checked="" type="checkbox"/> | FEET | <input checked="" type="checkbox"/> | NEURO. EXAM. | <input checked="" type="checkbox"/> |
| POSITIVE FINDINGS OR SUMMARY | | | | | | | | | |
| <u>Nares - Septum markedly to left</u> <u>Teeth - Several caries.</u> <u>Extremities - Scar of injury and tendon repair over proximal interphalangeal joint left ring finger Scar free. Motion complete and painless. Strength good.</u> | | | | | | | | | |
| (CONTINUE ON REVERSE IF NECESSARY) | | | | | | | | | |
| URINE— | SP. GR. <u>1.018</u> | ALB. <u>0</u> | SUG. <u>0</u> | MICRO. <u>Neg.</u> | | | | | |
| BLOOD— | HGB. | R.S.C. | W.B.C. | SED. RATE | WASS. | | | | |
| EXAMINING PHYSICIAN <u>A. J. Black</u> M.D. DATE <u>5/26/42</u> SIGNATURE <u>Neg. 56547</u> | | | | | | | | | |

Details of all other visits made to the medical department are also entered on employee charts. Since checking methods are generally not satisfactory for reports which require descriptive answers, three codes were developed by the medical director to record the various types of services rendered by the unit. In this system, as shown in table (page 20), under the administrative code are incorporated all the various reasons why an individual would visit the medical department. The service code is concerned with the different types of laboratory studies required for diagnosis, such as laboratory and X-ray examinations and consultations with outside specialists. Specific reasons for consulting plant medical personnel are contained in the third or diagnostic code. This section is an anatomical as well as a diagnostic code, since locations as well as medical conditions are coded. Anatomical locations are included because they are useful in identifying areas affected and types of illness incurred by a simple direct code. It would not be possible to code, in an easily workable form, all disease states which occur in the body. All items included in the three codes are identified by numbers so that examiners may tell at a glance the circumstances of each department visit.

Visits to the medical department, exclusive of the initial visit for preplacement examination, are recorded in sequence on unlined sheets (see page 17) which are stamped with dates and headings by the department clerk each time workers request professional attention. This practice provides the examiner with a procedure outline for coding data. Since the sheet is not formally arranged, there is ample space for additional comments.

advantages for the examiner: (1) it saves time by eliminating the need for writing lengthy answers; (2) facilitates recording of material; and (3) through condensed arrangement of questions provides sufficient space on the front side of the letter-sized form for all essential examination data.

When space is required for additional comments or other pertinent information the examiner may use the blank reverse side of the form for entries and still keep all details of the physical check-up on the single sheet. The form is used for preplacement, periodic and special examinations, and diagnostic reports.

The coding method is a simple one. For example, John J. Smith of Department 7610 (see below) reported an accident to the medical department on 6/28/42. The "Adm.", or administrative code number 232, indicates (see table, page 20) that the accident occurred while the worker was off duty. Further investigation of his record shows that the injury incurred was "a foreign body in the eye" which, according to the diagnostic code is number 998 (major heading No. 99 "injuries" plus subheading No. 8 "foreign body—eye"). The injury was not a serious one and, according to the report, John Smith returned to work (W) after having seen a company physician (Dr.). Other code letters appearing in headings on line one may be translated as follows: "H"—home (sent home), Nr—nurse (seen by nurse), T (temperature), P (pulse), and Wt. (weight).

John Smith's next visit to the medical department occurred on August 20, 1942, at which time he reported an accident received while at work in the plant (administrative code No. 231). In that instance, his diagnosis was reported as a laceration (diagnostic code No. 991). The injury was a severe one which seriously incapacitated the worker. After he was attended by a doctor (Dr.) and a nurse (Nr.), the patient was sent home (H). The severity of the injury necessitated further treatment, however, and John Smith was given a follow-up appointment. The date of the appointment, August 23, 1942, was appropriately entered on line two as shown on the workman's chart on this page.

According to his record, John Smith returned for treatment at the previously appointed time. In this case the administrative code number of his former visit was used since it indicated an on-duty accident. An "0" was added to the original number to denote a follow-up visit. Number 236 which appears directly above the administrative code num-

ber shows that the employee's absence from the sustained injury on the day of his follow-up treatment was less than seven days.

All code numbers appearing on the worker's health report can be translated with the aid of the classification chart.

In addition to the accompanying illustrations, the individual's health record may also contain other types of forms, including information concerning laboratory tests, medical certificates, return-to-work permits, and details related to special consultations.

Medical data, including coding, are generally written in by hand. The company believes that the practice assures prompt recording and avoids errors in copying. Moreover the material contained in the worker's health record is confidential and personal records are returned to the worker's folder by the physician or nurse at the end of the consultation.

| NAME <u>Smith, John J. (Dept. 7610)</u> | | SHEET NO. <u>2</u> | |
|---|--|--------------------|--|
| 6/28/42 | Adm. <u>232</u> Diag. <u>998</u> W <u>X</u> H <u> </u> Dr <u>X</u> Nr <u> </u> T <u> </u> P <u> </u> Wt <u> </u> Reduced Hrs <u> </u> Duration <u> </u> Follow-up <u> </u> Diagnosis <u>Foreign body removed from cornea left eye at 3 o'clock near limbus. Says it lodged in eye on way to work this A.M.</u> <u>A.J.B.</u> | | |
| 8/20/42 | Adm. <u>231</u> Diag. <u>991</u> W <u> </u> H <u>X</u> Dr <u>X</u> Nr <u>X</u> T <u> </u> P <u> </u> Wt <u> </u> Reduced Hrs <u> </u> Duration <u> </u> Follow-up <u>8/23/42</u> Diagnosis <u>laceration lateral side left index finger extending from tip for 2". Motion is complete. No evidence of tendon or bone injury. Bleeding controlled by pressure. Cleaned. Sulfathiazol pulv. Sutured (silk). Dry dressing. Cut finger on sharp edge of sheet metal. Reported. Home until next visit.</u> <u>A.J.B.</u> | | |
| 8/23/42 | Adm. <u>236</u> <u>2310</u> Diag. <u>991</u> W <u>X</u> H <u> </u> Dr <u>X</u> Nr <u>X</u> T <u> </u> P <u> </u> Wt <u> </u> Reduced Hrs <u> </u> Duration <u> </u> Follow-up <u>8/27/42</u> Diagnosis <u>Same. Wound clean. No discomfort. Dry dressing. May return to usual duties.</u> <u>A.J.B.</u> | | |
| 8/25/42 | Adm. <u>237</u> Diag. <u>47</u> W <u>X</u> H <u> </u> Dr <u>X</u> Nr <u> </u> T <u> </u> P <u> </u> Wt <u> </u> Reduced Hrs <u> </u> Duration <u> </u> Follow-up <u> </u> Diagnosis <u>No illness. Advised with concerning son's congenital hernia.</u> <u>A.J.B.</u> | | |
| 8/27/42 | Adm. <u>2310</u> Diag. <u>991</u> W <u>X</u> H <u> </u> Dr <u>X</u> Nr <u>X</u> T <u> </u> P <u> </u> Wt <u> </u> Reduced Hrs <u> </u> Duration <u> </u> Follow-up <u>8/31/42</u> Diagnosis <u>Same. Wound clean. Stitches removed. Dry dressing.</u> <u>A.J.B.</u> | | |

BELL TELEPHONE LABORATORIES
INCORPORATED
MEDICAL DEPARTMENT

LOCATION _____
**ANALYSIS OF VISITS, ABSENCES AND
TYPES OF SERVICES RENDERED**

MONTH OF _____ 19____

MONTH _____ 19____

| TYPE | THIS MONTH | ACCUMULAT- ED THROUGH THIS MONTH THIS YEAR | SAME MONTH LAST YEAR | ACCUMULAT- ED THROUGH THIS MONTH LAST YEAR |
|---|---------------|---|-------------------------------|---|
| ORIGINAL VISITS | | | | |
| REVISITS | | | | |
| TOTAL VISITS | | | | |
| TYPES OF SERVICE RENDERED | | | | |
| PREPLACEMENT EXAMS. IN MEDICAL DEPARTMENT | | | | |
| OUTSIDE MEDICAL DEPARTMENT REVISITS | | | | |
| EMPLOYEE EXAMS FIRST VOLUNTARY PERIODIC HEALTH EXAMS. | | | | |
| SUBSEQUENT | | | | |
| OBLIGATORY PERIODIC EXAMS. REVISITS | | | | |
| ACCIDENTS | | | | |
| ON DUTY—ORIGINAL VISITS REVISITS | | | | |
| OFF DUTY—ORIGINAL VISITS REVISITS | | | | |
| SICKNESS MINOR—ORIGINAL VISITS REVISITS | | | | |
| MAJOR—ORIGINAL VISITS REVISITS | | | | |
| RETURN TO DUTY EXAMS. ABSENCE 7 DAYS OR MORE | | | | |
| ABSENCE LESS THAN 7 DAYS | | | | |
| INTERVIEWS GENERAL ADVICE, EMPLOYEE PROBLEM HEALTH, EDUCATION, ETC. | | | | |
| X-RAY EXAMINATIONS IN OUR LABORATORY | | | | |
| IN OUTSIDE LABORATORY | | | | |
| LABORATORY EXAMINATIONS IN OUR LABORATORY | | | | |
| IN OUTSIDE LABORATORY | | | | |
| CONSULTATIONS—WITH OUTSIDE PHYSICIAN | | | | |
| INJECTIONS (VACCINES, ETC.) | | | | |
| TOTAL SERVICES RENDERED | | | | |

| DISPOSITION | | | PREPLACEMENT EXAMS. | | | |
|-------------------------------|-----------|----------|---------------------|----------|--------|-------|
| RETURNED TO WORK SENT HOME | ACCIDENTS | | ILLNESS | EXAMINED | CLASS. | HIRED |
| | ON DUTY | OFF DUTY | | | | |
| | | | | | A | |
| | | | | | B | |
| | | | | | C | |
| | | | | | D | |
| TOTAL* | | | | | TOTAL | |

*INCLUDES ORIGINAL VISITS AND REVISITS

6-7075 (8-43)

| TYPE | NUMBER OF EMPLOYEES ABSENT 7 DAYS OR MORE | | NUMBER OF EMPLOYEES ABSENT LESS THAN 7 DAYS | |
|------------------------------|--|---|--|---|
| | THIS MONTH | ACCUMULAT- ED THROUGH THIS MONTH THIS YEAR | THIS MONTH | ACCUMULAT- ED THROUGH THIS MONTH THIS YEAR |
| RESPIRATORY SYSTEM | | | | |
| DIGESTIVE SYSTEM | | | | |
| HEMIAE | | | | |
| GENITO-URINARY SYSTEM | | | | |
| NERVOUS SYSTEM | | | | |
| ENDOCRINE SYSTEM | | | | |
| CIRCULATORY SYSTEM | | | | |
| BONES—JOINTS—MUSCLES—TENDONS | | | | |
| SPECIAL SENSE ORGANS | | | | |
| INTEGUMENT | | | | |
| TUMORS | | | | |
| TUBERCULOSIS | | | | |
| ALLERGY | | | | |
| VENEREAL DISEASE | | | | |
| SPECIFIC INFECTIONS | | | | |
| INTOXICATION AND POISONING | | | | |
| HEADACHE | | | | |
| OTHER NOT SPECIFIED | | | | |
| DIAGNOSIS DEFERRED | | | | |
| INJURIES—ON DUTY | | | | |
| INJURIES—OFF DUTY | | | | |
| TOTAL | | | | |

Although medical department personnel are aware of the values derived from medical attention and counseling provided for employees, periodic reports are essential to interpret the progress of the department to management.

Reports of the activities of the Bell Telephone Laboratory by a department clerk. The report is composed of employee number of each applicant or employee who visits the department, his administrative code number, diagnostic code number and disposition of his case. For example, according to the report reproduced on this page, John Smith, a new applicant, reported to the medical department for a preplacement examination on date X. Since he was an applicant without an employment number, he was given number 225 of the administrative code, which signified his nonemployee status. Following this number, under the heading "diagnostic code," were entered figures 2 (general code) and 1 (special code). Decoded, these figures reveal that, when examined, John Smith's teeth and gums were in an unhealthy condition. Checks placed under the appropriate headings indicate that he was attended by a doctor and a nurse during his visit to the department. Furthermore John Smith was given several laboratory examinations as a part of his preplacement physical check-up. Administrative code numbers 265, 266, and 238, which appear directly below the applicant's identification number explain the types of laboratory examinations received by him under the service code. Once an applicant is

accepted, his regular employee number is used in recording future visits to the medical department.¹

Entries are made on the daily report sheet in the order of the individual's registration for medical attention.

⁴In order to illustrate the various code numbers used in recording medical data of employees, several health visits of one worker are recorded on the form reproduced on this page. Actually, individual visits are recorded on the days on which medical attention is given.

[illegible]

Classifications of Services Rendered

January 1, 1943

ADMINISTRATIVE CODE

Applicant or Pre-Placement Examination

- 225 In medical department
- 226 Outside medical department
- Employee Examinations*
- 227 1st voluntary periodic health examination
- 228 Subsequent voluntary periodic health examination
- 229 Obligatory periodic physical examination

Accidents

- 231 On duty
- 232 Off duty

Sickness

- 233 Minor
- 234 Major

If in addition the purpose of the visit is for *return to duty* there shall then be placed *above* the administrative code for sickness or accident a second administrative code indicating *return to duty*. For this use 235 for absence of 7 days or more and 236 for absence of less than 7 days.

- 237 Interviews (general advice, employee problem, health education, etc.)

- 269 Injections
- "O" added to coding indicates re-visit

SERVICE CODE

X-Ray Exams

- 238 In our laboratory
- 239 In outside laboratory
- Laboratory Exams*
- 265 In our laboratory
- 266 In outside laboratory
- 268 Consultation (outside physician at our expense). Do not include laboratory examinations
- Place these codes *above* the administrative code when indicated.

DIAGNOSTIC CODE

- 1 *Respiratory System*
 - 1 Nasal fossae and sinuses
 - 2 Tonsils, pharynx and larynx
 - 3 Cold—common
 - 4 Influenza and grippe
 - 5 Bronchitis—acute
 - 6 Bronchitis—chronic
 - 7 Pneumonia
 - 8 Pleura
 - 9 Other (except injuries)
- 2 *Digestive System*
 - 1 Teeth and gums
 - 2 Mouth and annexe
 - 3 Pharynx
 - 4 Oesophagus
 - 5 Stomach
 - 6 Duodenum
 - 7 Small bowel
 - 8 Appendix
 - 9 Colon
 - 11 Rectum

- 12 Anus
- 13 Gall bladder
- 14 Liver
- 15 Indigestion—abdominal distress (diagnosis vague)
- 16 Diarrhea—simple
- 17 Other (except injuries)

3 *Hernias*

- 1 Inguinal
- 2 Other

4 *Genito Urinary System (Non-venereal)*

- 1 Kidney and ureter
- 2 G.U.—Male, non-venereal
- 3 G.U.—Female, non-venereal
- 4 Dysmenorrhea
- 5 Other (except injuries)

5 *Nervous System*

- 1 Psychoneurosis—major
- 2 Psychosis—degenerative
- 3 Emotional disorders (maladjustments to employment, home, etc.)
- 4 Neurasthenia
- 5 C.N.S. (except tumors)
- 6 Peripheral nerves
- 7 Other (except injury)

6 *Endocrine System*

- 1 Organic—clear diagnosis (as diabetes, hyperthyroidism, etc.)
- 2 Functional—(Menopause, dyscrasias)

7 *Circulatory System*

- Cardiac disease
- 1 Organic
- 2 Functional
- 3 Other
- 4 Hypertension—organic
- 5 Hypertension—essential
- 6 Arteriosclerosis
- 7 Varicose veins
- 8 Hemorrhoids
- 9 Peripheral vascular
- 11 Anemias—Leukemias
- 12 Lymphatic system
- 13 Other (except injuries)

8 *Bones-Joints-Muscles-Tendons*

- Arthritis
- 1 Acute
- 2 Chronic
- 3 Osteomyelitis
- 4 Myositis—bursitis—synovitis
- Postural defects
- 5 Feet
- 6 Other
- 7 All other (except injuries)

9 *Special Sense Organs*

- 1 Eye and annexe (except foreign body)
- 2 Ear and annexe (except foreign body)

11 *Integument*

- 1 Furuncle
- 2 Other acute infections
- 3 Dermatitis venenata
- 4 Callouses—corns
- 5 Epidermiophytoses
- 6 Other (except injuries)

12 *Tumors*

- 1 Benign
- 2 Malignant

- 13 *Tuberculosis*
 - 1 Pulmonary
 - 2 Other

33 *Allergy*34 *Venereal disease*

- 35 *Specific infections* (typhoid, diphtheria, etc.)

- 36 *Intoxications and poisoning* (except industrial)

37 *Headache* (simple)38 *Other not specified*

- 47 *No illness* (advice—family, etc.)

48 *Diagnosis deferred*99 *Injuries*

- 1 Lacerations or puncture wounds (uncomplicated)
- 2 Contusions and abrasions
- 3 Fractures and dislocations

- 4 Sprains and strains
- 5 Peripheral nerves
- 6 Tendons
- 7 Foreign body
- 8 Foreign body—eye
- 9 Burns—chemical, electrical, thermal
- 11 Infections
- 12 Dermatitis—industrial
- 13 Myositis—bursitis—synovitis
- 14 Other

All accidents on duty or industrially related conditions or off-duty accidents, [except hernias (31 and 32) and diagnosis deferred (48)] are to be given the proper diagnostic code under injuries. The diagnostic codings 1 to 48 are for conditions not directly related to work.

From statistics recorded on the daily report sheets are compiled monthly and annual reports which analyze visits to the medical unit, absences and types of medical attention rendered to employees. Forms illustrated on page 18 are used for these purposes.¹

Various types of forms and entry methods are used by companies to record medical data. Types selected are determined by the scope of the services rendered by the medical department.

ETHEL M. SPEARS

Division of Personnel Administration

¹Copies of forms referred to in this article may be obtained from the medical department of the Bell Telephone Laboratories.

Personnel Briefs

Trainmen Training Program

Better public relations, increased job satisfaction and a broadened concept of company operations are among the values claimed for a new training program recently offered employees of the New York, New Haven and Hartford Railway Company by its department of traffic training. Separate classes are held for management, supervisory and nonsupervisory personnel. Special inspection trips of the New Haven System are offered sales personnel. S. H.

What Makes a Good Foreman?

Ward M. Robinson, Vice President and General Manager, Talon, Inc., Meadville, Pennsylvania, is personally offering a prize of \$100 to the member of the Talon Foreman's Club submitting the best essay on the subject: "What Constitutes a Good Foreman?" The committee in charge suggests that the following points might be covered: qualifications of a good foreman, the foreman's responsibility to management, his responsibility to his workers, and his responsibility to the community. S. H.

A Point System Merit Rating Plan

PROPONENTS of formal methods of appraising employee performance differ widely concerning the use of point scores. Many who look with disfavor on over-all rating scores assert it is inadvisable to attempt to reduce a subjective technique to mathematical precision. Included in this group are those whose rating plans are used primarily to provide a systematic record of each worker's performance and progress over a long period of time. In these instances it is felt that scoring devices are inadvisable.

On the other hand, many companies that use merit rating as the basis of determining specific rates of pay within established rate ranges feel the need for over-all scores so that the individual worker's rate of pay can be set according to a predetermined scale. One of these is the Spiegel Company, of Chicago, nationwide mail-order and retail merchants.

The Spiegel rating plan consists of a progress rating guide (see table) which the supervisor uses as a reference guide when he rates an employee; and the progress rating summary shown below, which is used for each individual's rating.

One unusual feature of the Spiegel rating plan is that it provides for the rating of employees assigned to jobs on standard as well as those whose jobs are not on standard. As shown in the table, the same rating factors are used for both types of employees, but in the case of the jobs-on-standard group,

the percentage of standard production records automatically furnish an exact measurement of the "quantity of work" factor.

WEIGHTS

Another feature is the weight assigned to the factors of quantity and quality, which varies according to the grade of job. In the lower or simpler-grade jobs, the emphasis is great on quantity and less on quality. But in the higher-grade jobs, the emphasis on quantity and quality is equal. For example, an employee in job grade 1 or 2, nonstandard, who receives an excellent rating in quantity, would receive 64 points toward his total score. An employee in job grade 5, 6 or 7 with the same high rating would receive only 40 points for this factor. But if both employees were rated "noticeably satisfactory" with respect to quality of work, the employee in the lower-job grades would receive only 12 points with the worker in the higher-job grades receiving 30.

In the case of the remaining two factors, "job knowledge" and "dependability," the scale points are the same for all employees regardless of job grade.

Weights as assigned to the various factors by job grades represent the pooled opinions of the company's supervisors. Prior to 1946, when the present rating plan was installed, different weights were set up for each separate job. These former weights were based

upon the type of work and were originally determined by the supervisor and the job analyst at the time the job was evaluated. The weights in the present plan "are standardized according to the grade of job but they were developed as a composite or average of the individual weights previously used."

A third feature of the plan is the manner in which the rating plan has been integrated with the wage scale structure. In other words, the total rating score is converted directly into a rated wage by means of a conversion chart. Each supervisor has a copy of the conversion

| Staple Here 12726-D | | | PROGRESS RATING SUMMARY | | A | B | C | D | E | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|-----------|----------------|---|---|-----------------------|-------|-------|---|---|--|---|---|---|---|---|-------|--------------|--|--|--|--|--|--|-------------|--|--|--|--|--|--|---------------|--|--|--|--|--|--|---------------|--|--|--|--|--|--|-------------|--|--|--|--|--|--|
| Job Title | | | Employee's Name | | Hired | | Dept. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Job No. | Job Grade | Date of Rating | <input type="checkbox"/> Initial Rating | <input type="checkbox"/> Promotion Rating Old/New Job | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Co-Raters | | | <input type="checkbox"/> Regular Rating | <input type="checkbox"/> Special Request Rating | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Final Approval | | W.C. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | This card must be handled, approved & returned to Wage Admin. By | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EMPLOYEE'S RATING <table border="1"> <thead> <tr> <th></th> <th>U</th> <th>P</th> <th>A</th> <th>M</th> <th>E</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Quantity ---</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Quality ---</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Job Knowledge</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Dependability</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="6">Total Score</td> <td></td> </tr> </tbody> </table> | | | | | | | | | | | U | P | A | M | E | Score | Quantity --- | | | | | | | Quality --- | | | | | | | Job Knowledge | | | | | | | Dependability | | | | | | | Total Score | | | | | | |
| | U | P | A | M | E | Score | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quantity --- | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality --- | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Job Knowledge | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dependability | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Score | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> Job On Std. <input type="checkbox"/> Starts Work Before 7A.M. <input type="checkbox"/> Full Time Starting After 11:30A.M. | | | Pres. Wage _____ Rated Wage _____ Recom. Wage _____ App'vd Wage _____ The above wage will be effective W.E. _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| COMMENTS: _____ | | | Employee Interviewed By _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Supv. Signature _____ | | Personnel Dept. _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

PROGRESS RATING GUIDE

| QUANTITY OF WORK | | | | | QUALITY OF WORK | | | | | JOB KNOWLEDGE | | | | | DEPENDABILITY | | | | |
|------------------|----|----|----|---|---|------------------------|--|------------------------|---|------------------------|---|------------------------|----------------|------------------------|----------------|------------------------|----------------|------------------------|--|
| Jobs on Standard | | | | | Jobs Not on Standard | | | | | | | | | | | | | | |
| % of Job Grade | | | | | Job Grade | | | | | Job Grade | | | | | | | | | |
| Std. 1-2 3-4 567 | | | | | 1-2 3-4 567 | | | | | 1-2 3-4 567 | | | | | | | | | |
| 55%... | 0 | 0 | 0 | 0 | Unsatisfactory | (No increase possible) | Unsatisfactory | (No increase possible) | Unsatisfactory | (No increase possible) | Unsatisfactory | (No increase possible) | Unsatisfactory | (No increase possible) | Unsatisfactory | (No increase possible) | Unsatisfactory | (No increase possible) | |
| 56 | 1 | 1 | 1 | 1 | Slow; awkward; does not try to produce; is unskilled; lazy. | | Often makes errors; careless; follows instructions poorly; considerably below minimum acceptable accuracy requirements. | | Has limited knowledge of present job; shows no desire or ability to learn other jobs. | | Requires constant supervision; is not dependable or has a very poor attendance record. | | | | | | | | |
| 58 | 3 | 3 | 3 | 2 | | | | | | | | | | | | | | | |
| 60 | 5 | 5 | 5 | 3 | | | | | | | | | | | | | | | |
| 62 | 7 | 7 | 7 | 5 | | | | | | | | | | | | | | | |
| 64 | 10 | 8 | 6 | | | | | | | | | | | | | | | | |
| 66 | 12 | 10 | 7 | | | | | | | | | | | | | | | | |
| 68 | 14 | 12 | 9 | | | | | | | | | | | | | | | | |
| 70% | 16 | 14 | 10 | | Probationary | 1-2 3-4 567 | Probationary | 1-2 3-4 567 | Probationary | 1-2 3-4 567 | Probationary | 1-2 3-4 567 | Probationary | 1-2 3-4 567 | Probationary | 1-2 3-4 567 | Probationary | 1-2 3-4 567 | |
| 72 | 18 | 16 | 11 | | Has not yet developed skill. Should produce more to be acceptable. | 16 14 10 | Quality of work needs improvement. More care to prevent errors is necessary. | 4 6 10 | Knows only certain phases of his own job; has no knowledge of related jobs. | 3 | Requires considerable supervision; not always dependable in performance of duties; or has poor attendance record (about 5 or 6 times absent or late a month). | 3 | | | | | | | |
| 74 | 20 | 18 | 13 | | | | | | | | | | | | | | | | |
| 76 | 22 | 20 | 14 | | | | | | | | | | | | | | | | |
| 78 | 25 | 21 | 15 | | | | | | | | | | | | | | | | |
| 80 | 27 | 23 | 17 | | | | | | | | | | | | | | | | |
| 82 | 29 | 25 | 18 | | | | | | | | | | | | | | | | |
| 84 | 31 | 27 | 19 | | | | | | | | | | | | | | | | |
| 85% | 32 | 28 | 20 | | Acceptable | 1-2 3-4 567 | Acceptable | 1-2 3-4 567 | Acceptable | 1-2 3-4 567 | Acceptable | 1-2 3-4 567 | Acceptable | 1-2 3-4 567 | Acceptable | 1-2 3-4 567 | Acceptable | 1-2 3-4 567 | |
| 86 | 33 | 29 | 21 | | Does required amount of work; average skill; produces the minimum acceptable requirements. | 32 28 20 | Does fairly accurate work; meets minimum acceptable accuracy requirements; can follow instructions; usually careful. | 8 12 20 | Has good knowledge of his job. | 5 | Usually dependable in performing duties, and completing assignments; acceptable attendance record. | 5 | | | | | | | |
| 88 | 35 | 31 | 22 | | | | | | | | | | | | | | | | |
| 90 | 37 | 33 | 23 | | | | | | | | | | | | | | | | |
| 92 | 40 | 35 | 25 | | | | | | | | | | | | | | | | |
| 94 | 42 | 36 | 26 | | | | | | | | | | | | | | | | |
| 96 | 44 | 38 | 27 | | | | | | | | | | | | | | | | |
| 98 | 46 | 40 | 29 | | | | | | | | | | | | | | | | |
| 100% | 48 | 42 | 30 | | Noticeably | 1-2 3-4 567 | Noticeably | 1-2 3-4 567 | Noticeably | 1-2 3-4 567 | Noticeably | 1-2 3-4 567 | Noticeably | 1-2 3-4 567 | Noticeably | 1-2 3-4 567 | Noticeably | 1-2 3-4 567 | |
| 102 | 50 | 44 | 31 | | Satisfactory | 48 42 30 | Consistently accurate, always exceeds acceptable accuracy requirements; takes noticeable pride in performance. | 12 18 30 | Knows own job thoroughly; is adaptable to perform other jobs in his section. | 7 | Needs little supervision; performs duties without follow-up; good attendance record. | 7 | | | | | | | |
| 104 | 52 | 46 | 33 | | Has marked speed and skill; works steadily; ambitious. | | | | | | | | | | | | | | |
| 106 | 54 | 48 | 34 | | | | | | | | | | | | | | | | |
| 108 | 57 | 49 | 35 | | | | | | | | | | | | | | | | |
| 110 | 59 | 51 | 37 | | | | | | | | | | | | | | | | |
| 112 | 61 | 53 | 38 | | | | | | | | | | | | | | | | |
| 114 | 63 | 55 | 39 | | | | | | | | | | | | | | | | |
| 115% | 64 | 56 | 40 | | Excellent | 1-2 3-4 567 | Excellent | 1-2 3-4 567 | Excellent | 1-2 3-4 567 | Excellent | 1-2 3-4 567 | Excellent | 1-2 3-4 567 | Excellent | 1-2 3-4 567 | Excellent | 1-2 3-4 567 | |
| 116 | 65 | 57 | 41 | | Exceptionally fast and skillful; consistently performs well above others; uses best method. | 64 58 40 | Produces superior work; always very thorough; accuracy performance is noticeably above others and considerably exceeds acceptable accuracy requirements. | 16 24 40 | Has complete knowledge of his job; knows the activities of his section well; readily adaptable to other jobs. | 10 | Requires no supervision; has unusual initiative in performance of duties; practically never late and seldom absent. | 10 | | | | | | | |
| 118 | 67 | 59 | 42 | | | | | | | | | | | | | | | | |
| 120 | 69 | 61 | 43 | | | | | | | | | | | | | | | | |
| 122 | 71 | 63 | 45 | | | | | | | | | | | | | | | | |
| 124 | 74 | 64 | 46 | | | | | | | | | | | | | | | | |
| 125 or above | 75 | 65 | 47 | | | | | | | | | | | | | | | | |

chart which shows the rated wages for each job grade that correspond to each rating score. A score of 50 is equivalent to the minimum wage for the job grade, and a score of 100 is equivalent to the maximum. The employee's rate is increased to the rated wage if it is higher than his present rate.

All employees are rated three months after hiring. Thereafter, the ratings occur at six-month intervals except for cases involving promotions, transfers, etc., when special ratings may be made. The personnel department, which administers the plan under the direction of the wage administrator, maintains a tickler file which automatically indicates when each employee is due for rating.

Just prior to the rating time, the personnel department furnishes the supervisor with a progress rating summary form. The supervisor, after utilizing the progress rating guide, indicates on the summary form his rating of the employee and the corresponding rated wage. If the rated wage is higher than the

employee's present rate, the supervisor also makes a written recommendation for an increase. The rating and the recommendation must then be approved by the supervisor's immediate superior before being returned to the personnel department. The personnel department audits the figures and checks the forms "for any apparent irregularities." The summary form is referred back to the supervisor as notification that the recommended increase is effective.

EMPLOYEE INTERVIEWS

At this point the supervisor interviews the employee for the purpose of discussing his performance and, of course, informing him of any changes in his wage rate. The supervisor indicates the consummation of the interview by signing the summary form which is returned to the personnel department for permanent filing.

S. AVERY RAUBE

Division of Personnel Administration

Clerical Salaries Paid in October, 1947

THE following summaries represent the tabulated results of the twelfth in a series of surveys of clerical salaries conducted by the National Industrial Conference Board. The information was collected during October, 1947, and pertains to the salaries which were paid in that month by 500 companies to 45,164 employees. The data contained in previous summaries do not lend themselves to time-to-time comparisons, since the cooperating companies are not identical in all the surveys. Fluctuations in ranges

and averages from one survey to the next may reflect in part, therefore, the effect of variations caused by changes in cooperators.

DATA PRESENTATION

The summaries contain the following data:

1. The range, or the low and high rates paid in each city;

2. The mode, or the rate occurring most frequently;

(Text continued on page 25)

TABLE 1: DISTRIBUTION OF COOPERATING COMPANIES BY TYPE OF INDUSTRY

| CITIES | Aircraft, Parts and Accessories | Automotive Vehicles Parts and Accessories | Banks and Trust Companies | Building Materials and Supplies | Chemicals, Drugs and Dyes | Coal and Coke | Communications and Broadcasting | Electrical Equipment Appliances and Supplies | Food, Beverages and Dairy Products | Instrumental and Scientific Apparatus | Insurance | Leather and Leather Products | Machinery, Accessories and Supplies | Metal Products | Organizations | Paper, Pulp and Paper Products | Petroleum and Petroleum Products | Printing and Publishing | Public Utilities | Research and Statistical | Soap and Toilet Preparations | Textile and Textile Products | Transportation | Wholesale and Retail Establishments | Unclassified Industrial | Unclassified Non-Industrial | TOTAL |
|----------------------|---------------------------------|---|---------------------------|---------------------------------|---------------------------|---------------|---------------------------------|--|------------------------------------|---------------------------------------|-----------|------------------------------|-------------------------------------|----------------|---------------|--------------------------------|----------------------------------|-------------------------|------------------|--------------------------|------------------------------|------------------------------|----------------|-------------------------------------|-------------------------|-----------------------------|-------|
| Atlanta | | | | 1 | | | | 1 | 3 | | 2 | | 2 | 2 | | | 2 | | | | | | 1 | 2 | 1 | | 17 |
| Baltimore | 2 | | | | | | | | 2 | | 2 | | 4 | 2 | | | | 1 | 1 | | | 1 | | 1 | 2 | | 18 |
| Boston | | | 2 | 1 | 1 | | | 2 | 1 | | 2 | 1 | 5 | 2 | | | 3 | | 2 | | 1 | 3 | 3 | 2 | 1 | | 32 |
| Buffalo | 1 | 1 | | 1 | | | | | 1 | 1 | 2 | | 1 | | | | | 1 | 1 | | | 1 | 1 | 1 | 3 | | 16 |
| Chicago | | | 4 | 2 | 1 | | | 2 | 5 | | 2 | | 5 | 5 | | 1 | 1 | | 2 | 1 | | | 4 | 2 | 3 | | 40 |
| Cincinnati | | | | 1 | 2 | | | 1 | 1 | | 2 | | 3 | 2 | | 1 | | 1 | | | 2 | | 2 | | 1 | | 19 |
| Cleveland | 2 | 1 | 1 | 1 | 1 | | 1 | 1 | | | 1 | | 4 | 2 | | | | | | | | | 1 | 1 | 1 | | 18 |
| Detroit | | 5 | 1 | 1 | 2 | | 1 | 2 | 2 | | 2 | | 4 | 5 | | | | | 2 | | | | 1 | 1 | 1 | | 30 |
| Houston | | | 1 | | | | | | | | 1 | | 3 | 3 | | | 4 | | 1 | | | | | 1 | 1 | 1 | 16 |
| Los Angeles | 3 | | 1 | 2 | 1 | | 1 | 2 | 3 | | 2 | | 3 | 2 | | 1 | 3 | | 2 | | 1 | | 5 | | 2 | | 34 |
| Louisville | | | | | | | | | 1 | | 1 | | 1 | | | | 2 | | | | | | | 1 | 1 | | 7 |
| Milwaukee | | | 1 | 1 | | | | 3 | 1 | 1 | 3 | 1 | 1 | 2 | | | | | 1 | | | 1 | | | 1 | | 17 |
| Minneapolis-St. Paul | | | 2 | 1 | 1 | | | | 6 | | 4 | | | 2 | | 1 | | | 1 | | | 1 | 4 | 1 | 2 | | 26 |
| Newark | 1 | | | | 1 | | 1 | 1 | 1 | | 5 | 1 | 3 | 2 | | | | | | | | | | 1 | 2 | | 19 |
| New York | 1 | 1 | 7 | 2 | 5 | | 3 | 1 | 8 | 3 | 4 | | 2 | 3 | 1 | 1 | 6 | 2 | 4 | | | 6 | 4 | 4 | 6 | 1 | 75 |
| Philadelphia | | | 3 | | 2 | 1 | 1 | 2 | 1 | 1 | 4 | | 3 | 3 | | | 3 | | 1 | | | | | 1 | 3 | 2 | 31 |
| Pittsburgh | | | 1 | | 1 | 1 | | | 2 | | 2 | | 1 | 1 | | 1 | 1 | | 3 | | | | | 1 | 3 | | 18 |
| St. Louis | 1 | 1 | 3 | | 3 | | | | 1 | | 3 | 1 | 3 | 4 | | 1 | | 1 | 2 | | | | 1 | | 1 | | 26 |
| San Francisco | | | 3 | 1 | | | | | 6 | | 1 | | 1 | 4 | | 2 | 2 | | 2 | | | | 1 | 1 | 1 | | 25 |
| Seattle | | | 1 | 2 | | | | | 2 | | 1 | | 3 | 1 | 1 | 1 | 1 | | | | | | 1 | | 2 | | 16 |
| TOTAL | 11 | 9 | 31 | 17 | 21 | 2 | 8 | 18 | 47 | 6 | 46 | 4 | 52 | 47 | 2 | 10 | 28 | 6 | 25 | 1 | 4 | 13 | 30 | 23 | 37 | 2 | 500 |

TABLE 2: CLERICAL SALARY RATES, OCTOBER, 1947¹

| Cities | All Reports | | Middle 50% of Reports | | | All Reports | | Middle 50% of Reports | | | All Reports | | Middle 50% of Reports | | |
|---------------------------|----------------------|------|-----------------------|--------|------|-------------|-------|-----------------------|---------|------|--------------|---------|-----------------------|---------|------|
| | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High |
| | Office Boy (or Girl) | | | | | File Clerk | | | | | Receptionist | | | | |
| Atlanta..... | \$24-35 | \$31 | \$30 | \$31 | \$31 | \$20-58 | \$52 | \$29 | \$31.50 | \$52 | \$25-55 | \$25.28 | .. | .. | .. |
| Baltimore..... | 18-34 | 24 | 24 | 24 | 27 | 18-45 | 22 | 23 | 27 | 35 | 32-48 | 32 | \$35 | \$37.50 | \$43 |
| Boston..... | 22-40 | 25 | 25 | 28 | 30 | 24-54 | 27 | 26 | 28 | 33 | 28-63 | .. | 41 | 44 | 50 |
| Buffalo..... | 18-40 | 30 | 24 | 27.50 | 30 | 23-55 | 51 | 25 | 31 | 51 | 32-48 | 44 | .. | .. | .. |
| Chicago..... | 26-44 | 30 | 29 | 31 | 33 | 27-63 | 35 | 32 | 35 | 40 | 35-54 | .. | 38 | 39 | 42 |
| Cincinnati..... | 19-36 | 22 | 23 | 25 | 28 | 22-50 | 23 | 23 | 25 | 29 | 22-40 | 30 | 30 | 30 | 38 |
| Cleveland..... | 25-44 | 39 | 29 | 33 | 39 | 28-65 | 35 | 35 | 37 | 40 | 38-63 | 38 | .. | .. | .. |
| Detroit..... | 23-42 | 31 | 31 | 32 | 35 | 23-56 | 33 | 32 | 34 | 38 | 30-52 | 30.42 | 41 | 42 | 47 |
| Houston..... | 18-46 | 26 | 26 | 26 | 30 | 25-54 | 30 | 30 | 30 | 33 | 35-62 | 50 | 43 | 48 | 50 |
| Los Angeles..... | 25-47 | 38 | 35 | 38 | 40 | 28-68 | 36 | 36 | 39.50 | 49 | 30-59 | .. | 43 | 47 | 52 |
| Louisville..... | 20-27 | 27 | 22 | 23 | 27 | 23-45 | 28 | 24 | 28 | 29 | 31-38 | 31 | .. | .. | .. |
| Milwaukee..... | 21-38 | 24 | 24 | 25 | 27 | 22-55 | 27 | 27 | 28 | 32 | 30-46 | .. | .. | .. | .. |
| Minneapolis-St. Paul..... | 23-48 | 41 | 25 | 28 | 41 | 23-66 | 29 | 27 | 30 | 35 | 28-60 | 31 | 31 | 39 | 42 |
| Newark..... | 18-36 | 29 | 29 | 29 | 33 | 23-51 | 29 | 29 | 31 | 37 | 26-48 | 35 | 31 | 35 | 41 |
| New York..... | 23-46 | 28 | 28 | 29 | 32 | 22-71 | 28 | 30 | 35 | 42 | 28-59 | 35 | 35 | 39 | 44 |
| Philadelphia..... | 22-33 | 23 | 24 | 26 | 30 | 23-51 | 24 | 24 | 27 | 33 | 25-43 | 27 | 27 | 38.50 | 41 |
| Pittsburgh..... | 21-37 | 27 | 27 | 27 | 30 | 23-58 | 23.30 | 27 | 31 | 38 | 30-46 | .. | 33 | 39 | 44 |
| St. Louis..... | 21-36 | 23 | 23 | 28 | 32 | 21-65 | 31.50 | 27 | 31 | 37 | 29-53 | 44 | .. | .. | .. |
| San Francisco..... | 30-44 | 38 | 32 | 38 | 40 | 31-58 | 40 | 37 | 40 | 46 | 37-66 | 42 | 42 | 43.50 | 46 |
| Seattle..... | 25-37 | .. | .. | .. | .. | 30-53 | 53 | 43 | 52.50 | 53 | | .. | .. | .. | .. |
| TOTAL..... | 18-48 | 28 | 28 | 30 | 32 | 18-71 | 30 | 29 | 33 | 39 | 22-66 | 38 | 35 | 40 | 45 |

| Cities | Billing Machine Operator | | | | | Bookkeeping Machine Operator | | | | | Calculating Machine or Comptometer Operator | | | | |
|---------------------------|--------------------------|------|------|--------|------|------------------------------|---------|------|---------|------|---|-------|------|--------|------|
| | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High |
| Atlanta..... | \$28-57 | \$35 | \$32 | \$35 | \$40 | \$30-55 | \$30.40 | \$32 | \$36.50 | \$40 | \$23-56 | \$39 | \$34 | \$38 | \$42 |
| Baltimore..... | 27-42 | 38 | 32 | 36.50 | 38 | 27-47 | 40 | 34 | 39 | 42 | 27-47 | 39 | 36 | 39 | 42 |
| Boston..... | 26-47 | 36 | 31 | 35 | 37 | 25-62 | 40 | 32 | 38 | 41 | 24-53 | 35 | 31 | 35 | 39 |
| Buffalo..... | 32-51 | 48 | 36 | 40 | 48 | 27-58 | 27 | 30 | 32 | 43 | 23-52 | 52 | 32 | 37 | 49 |
| Chicago..... | 29-54 | 40 | 37 | 40 | 45 | 29-58 | 37 | 35 | 39 | 43 | 27-61 | 35 | 37 | 42 | 48 |
| Cincinnati..... | 24-52 | 27 | 27 | 32 | 39 | 22-65 | 35.36 | 29 | 35 | 37 | 23-52 | 28 | 30 | 34 | 41 |
| Cleveland..... | 24-75 | 43 | 38 | 41 | 43 | 28-49 | 40 | 39 | 41 | 44 | 26-69 | 40 | 38 | 41 | 45 |
| Detroit..... | 33-58 | 41 | 40 | 42 | 46 | 25-55 | 40 | 35 | 39 | 45 | 30-57 | 47 | 40 | 44.50 | 50 |
| Houston..... | 30-62 | 35 | 35 | 38 | 45 | 31-63 | .. | 37 | 43.50 | 50 | 25-60 | 44 | 35 | 40 | 45 |
| Los Angeles..... | 34-55 | 46 | 42 | 46 | 50 | 31-60 | 31 | 31 | 33 | 36 | 35-65 | 52 | 46 | 50 | 52 |
| Louisville..... | 31-45 | 43 | .. | .. | .. | 24-43 | 30 | 29 | 30 | 36 | 28-55 | 28 | 28 | 33 | 35 |
| Milwaukee..... | 25-43 | 29 | 29 | 33 | 37 | 25-60 | 30 | 30 | 35 | 41 | 26-66 | 39 | 34 | 38 | 41 |
| Minneapolis-St. Paul..... | 27-62 | 28 | 33 | 36 | 56 | 24-62 | 54 | 31 | 35 | 43 | 23-56 | 54 | 33 | 36 | 42 |
| Newark..... | 28-52 | 35 | 35 | 36 | 39 | 29-55 | 40 | 36 | 40 | 44 | 29-60 | 40 | 38 | 41 | 47 |
| New York..... | 28-58 | 40 | 36 | 41 | 48 | 27-63 | 39 | 35 | 38 | 42 | 28-61 | 44 | 39 | 44 | 49 |
| Philadelphia..... | 25-43 | 35 | 34 | 35 | 38 | 25-60 | 30 | 30 | 31 | 36 | 24-54 | 36.40 | 30 | 36 | 40 |
| Pittsburgh..... | 27-49 | 44 | 33 | 40 | 44 | 26-58 | 37 | 35 | 37 | 37 | 23-50 | 35 | 35 | 35 | 38 |
| St. Louis..... | 27-58 | 56 | 37 | 45 | 56 | 25-87 | 35 | 32 | 34 | 37 | 22-57 | 54 | 30 | 36 | 43 |
| San Francisco..... | 38-70 | 40 | 43 | 46 | 48 | 31-62 | 38 | 36 | 40 | 42 | 36-60 | 52 | 45 | 49 | 52 |
| Seattle..... | 35-45 | 43 | .. | .. | .. | 38-58 | 58 | 43 | 45 | 58 | 35-58 | 54 | 41 | 48 | 54 |
| TOTAL..... | 24-75 | 35 | 35 | 39 | 45 | 22-87 | 36 | 33 | 38 | 42 | 22-69 | 35 | 36 | 41 | 47 |

| Cities | Junior Copy Typist | | | | | Senior Copy Typist | | | | | Stenographer | | | | |
|---------------------------|--------------------|-------|------|--------|------|--------------------|---------|------|--------|------|--------------|------|------|--------|------|
| | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High |
| Atlanta..... | \$25-35 | \$33 | \$31 | \$32 | \$33 | \$30-54 | \$33.35 | \$33 | \$35 | \$38 | \$25-56 | \$35 | \$34 | \$37 | \$41 |
| Baltimore..... | 21-35 | 25 | 24 | 25 | 32 | 26-45 | 41 | 33 | 39 | 41 | 23-52 | 44 | 36 | 40 | 44 |
| Boston..... | 24-40 | 26 | 26 | 27 | 31 | 27-49 | 29 | 29 | 32 | 37 | 25-66 | 40 | 35 | 40 | 45 |
| Buffalo..... | 23-36 | 31 | 25 | 31 | 33 | 29-47 | 41 | 33 | 37 | 41 | 28-52 | 46 | 32 | 37 | 46 |
| Chicago..... | 26-46 | 35 | 33 | 35 | 37 | 29-57 | 39 | 37 | 39 | 42 | 30-71 | 40 | 39 | 43 | 49 |
| Cincinnati..... | 22-39 | 32 | 25 | 29 | 32 | 23-44 | 35 | 30 | 35 | 37 | 25-56 | 35 | 32 | 35 | 38 |
| Cleveland..... | 26-55 | 36 | 35 | 36 | 37 | 30-61 | 42 | 35 | 38 | 41 | 28-69 | 40 | 37 | 43 | 51 |
| Detroit..... | 25-46 | 35 | 30 | 35 | 37 | 25-51 | 41 | 38 | 41 | 43 | 31-58 | 42 | 38 | 42 | 47 |
| Houston..... | 23-50 | 28 | 28 | 32 | 35 | 28-61 | 30.46 | 33 | 39 | 46 | 32-62 | 35 | 38 | 42 | 47 |
| Los Angeles..... | 29-55 | 42.54 | 35 | 40 | 46 | 32-57 | 44 | 40 | 42.50 | 45 | 30-61 | 50 | 45 | 48 | 51 |
| Louisville..... | 24-30 | 25.30 | 25 | 26 | 30 | 28-35 | 30 | 30 | 30 | 30 | 25-48 | 33 | 33 | 35 | 42 |
| Milwaukee..... | 24-40 | 32 | 28 | 30 | 33 | 24-43 | 36.37 | 33 | 36 | 38 | 25-54 | 33 | 32 | 36 | 42 |
| Minneapolis-St. Paul..... | 23-52 | 28.29 | 28 | 30 | 32 | 23-57 | 32 | 29 | 32 | 36 | 25-68 | 35 | 35 | 38 | 55 |
| Newark..... | 23-40 | 37 | 28 | 32 | 37 | 28-57 | 40 | 38 | 40 | 40 | 26-59 | 44 | 36 | 41 | 45 |
| New York..... | 26-59 | 31 | 31 | 34 | 37 | 28-62 | 43 | 37 | 41 | 46 | 28-67 | 40 | 38 | 42 | 46 |
| Philadelphia..... | 23-41 | 29 | 27 | 29 | 33 | 26-52 | 31 | 30 | 34.50 | 40 | 25-57 | 35 | 33 | 37 | 41 |
| Pittsburgh..... | 23-38 | 32 | 27 | 30 | 33 | 31-58 | 43 | 36 | 40.50 | 43 | 23-61 | 36 | 32 | 36 | 43 |
| St. Louis..... | 22-54 | 27.28 | 27 | 29.50 | 36 | 25-51 | 37 | 31 | 35 | 39 | 23-56 | 36 | 35 | 38 | 42 |
| San Francisco..... | 32-51 | 38 | 38 | 39.50 | 42 | 34-60 | 48 | 43 | 47 | 50 | 33-67 | 52 | 43 | 47 | 52 |
| Seattle..... | 36-48 | 36 | .. | .. | .. | 35-54 | 36.44 | .. | .. | .. | 35-59 | 48 | 43 | 45 | 48 |
| TOTAL..... | 21-59 | 35 | 30 | 33 | 37 | 23-62 | 40 | 35 | 39 | 43 | 23-71 | 40 | 37 | 42 | 47 |

¹See *The Management Record* for July, 1946, for summaries April, 1943-April, 1946. Job descriptions are also published in that issue as well as in the issue of January, 1947

TABLE 2: CLERICAL SALARY RATES, OCTOBER, 1947—Continued

| Cities | All Reports | | Middle 50% of Reports | | | All Reports | | Middle 50% of Repo | | | All Reports | | Middle 50% of Reports | | |
|---------------------------|--------------------|------|-----------------------|--------|------|--------------------------------------|-------|--------------------|--------|------|--------------------------------------|-------|-----------------------|---------|------|
| | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High | Range | Mode | Low | Median | High |
| | | | | | | | | | | | | | | | |
| | Key Punch Operator | | | | | Junior Dictating Machine Transcriber | | | | | Senior Dictating Machine Transcriber | | | | |
| Atlanta..... | \$25-56 | \$36 | \$33 | \$36 | \$43 | \$33-43 | \$33 | .. | .. | .. | \$28-57 | \$32 | \$32 | \$35.50 | \$39 |
| Baltimore..... | 21-46 | 21 | 29 | 35 | 39 | 20-38 | 21 | .. | .. | .. | 26-42 | 31 | .. | .. | .. |
| Boston..... | 27-52 | 40 | 34 | 35 | 40 | 28-40 | 33 | \$31 | \$33 | \$33 | 25-58 | 42 | 34 | 39 | 42 |
| Buffalo..... | 23-44 | 44 | 29 | 36 | 44 | 29-35 | .. | .. | .. | .. | 27-43 | 37 | 32 | 37 | 40 |
| Chicago..... | 29-54 | 38 | 35 | 38 | 42 | 30-43 | 36 | 36 | 38 | 39 | 29-60 | 35.40 | 37 | 41 | 45 |
| Cincinnati..... | 23-43 | 35 | 28 | 35 | 39 | 24-40 | 26 | 26 | 29 | 33 | 25-46 | 35 | 32 | 35 | 38 |
| Cleveland..... | 25-57 | 27 | 34 | 38 | 45 | 35-58 | .. | 37 | 44 | 54 | 30-51 | 35 | 35 | 42.50 | 45 |
| Detroit..... | 25-62 | 47 | 40 | 43 | 47 | 29-40 | 35.38 | .. | .. | .. | 32-60 | 47 | 39 | 43 | 47 |
| Houston..... | 29-56 | 38 | 35 | 38 | 45 | 35-41 | 35 | .. | .. | .. | 31-46 | 37.44 | 37 | 44 | 45 |
| Los Angeles..... | 34-53 | 48 | 42 | 45 | 48 | 33-41 | .. | .. | .. | .. | 35-54 | 43.44 | 41 | 43.50 | 45 |
| Louisville..... | 31-34 | 33 | 33 | 33 | 33 | | .. | .. | .. | .. | 30-45 | 45 | .. | .. | .. |
| Milwaukee..... | 25-43 | 29 | 29 | 31 | 37 | 27-34 | 33 | 29 | 33 | 33 | 27-46 | 35 | 33 | 36 | 39 |
| Minneapolis-St. Paul..... | 23-54 | 51 | 29 | 33 | 37 | 25-51 | 33 | 28 | 31 | 33 | 27-56 | .. | 31 | 33 | 37 |
| Newark..... | 27-54 | 31 | 31 | 33 | 38 | 25-40 | 40 | .. | .. | .. | 31-47 | 39 | 36 | 39 | 42 |
| New York..... | 27-53 | 30 | 32 | 37 | 43 | 27-50 | 35 | 33 | 35 | 39 | 32-75 | 40 | 39 | 43 | 48 |
| Philadelphia..... | 24-57 | 33 | 33 | 35 | 41 | 23-45 | .. | 28 | 30 | 36 | 26-54 | 31 | 31 | 32 | 40 |
| Pittsburgh..... | 25-48 | 35 | 31 | 35 | 36 | 25-36 | 32 | .. | .. | .. | 28-46 | 32.35 | 32 | 35 | 37 |
| St. Louis..... | 22-51 | 37 | 35 | 38 | 42 | 20-35 | .. | .. | .. | .. | 27-65 | 38.40 | 33 | 37 | 39 |
| San Francisco..... | 31-53 | 44 | 40 | 44 | 47 | 39-50 | 45 | 40 | 45 | 46 | 39-55 | 44 | 44 | 44 | 47 |
| Seattle..... | 38-43 | 43 | .. | .. | .. | | .. | .. | .. | .. | 35-45 | 43.44 | .. | .. | .. |
| TOTAL..... | 21-62 | 35 | 33 | 37 | 43 | 20-58 | 33 | 30 | 34 | 38 | 25-75 | 40 | 35 | 39.50 | 44 |

| Cities | All Reports | | Middle 50% of Reports | | |
|---------------------------|--------------------------------|-------|-----------------------|---------|------|
| | Range | Mode | Low | Median | High |
| | Telephone Switchboard Operator | | | | |
| Atlanta..... | \$30-52 | \$33 | \$33 | \$35.50 | \$39 |
| Baltimore..... | 24-50 | 40 | 34 | 39 | 41 |
| Boston..... | 32-59 | 40 | 38 | 40 | 43 |
| Buffalo..... | 28-51 | 42 | 40 | 41.50 | 44 |
| Chicago..... | 28-56 | 40 | 37 | 41 | 45 |
| Cincinnati..... | 28-51 | 33 | 33 | 33 | 38 |
| Cleveland..... | 33-52 | 39 | 39 | 43.50 | 47 |
| Detroit..... | 30-64 | 40 | 34 | 40 | 46 |
| Houston..... | 31-53 | 42 | 38 | 42 | 42 |
| Los Angeles..... | 33-56 | 48 | 44 | 48 | 50 |
| Louisville..... | 25-40 | 35 | 30 | 35 | 35 |
| Milwaukee..... | 29-66 | .. | 33 | 37.50 | 40 |
| Minneapolis-St. Paul..... | 25-52 | 49 | 35 | 39 | 48 |
| Newark..... | 28-55 | 44 | 36 | 44 | 45 |
| New York..... | 28-66 | 50 | 39 | 45 | 48 |
| Philadelphia..... | 24-52 | 47 | 30 | 35 | 42 |
| Pittsburgh..... | 29-57 | 42 | 37 | 41 | 42 |
| St. Louis..... | 25-52 | 37.46 | 37 | 39.50 | 43 |
| San Francisco..... | 31-60 | 43 | 39 | 43.50 | 50 |
| Seattle..... | 33-50 | 36.42 | 36 | 43 | 47 |
| TOTAL..... | 24-66 | 40 | 37 | 42 | 47 |

(Text continued from page 23)

3. The low and high rates of the middle 50% of the employees (or the lower quartile and upper quartile);

4. The median, or the salary rate of the middle employee in the series.

As in previous surveys, cooperating executives were urged to follow closely the instructions provided with each set of forms. These instructions were carefully prepared to furnish a study of clerical salaries that will be clear cut and helpful in specific cases, and not lend itself to misapplication.

Before analyzing the data in this report, the following points should be thoroughly understood:

1. The survey includes only regularly employed, full-time employees.

2. Only those employees whose jobs are exactly described by each job description are included. The instructions to participating companies stress the point that they should "exclude all employees whose jobs differ in any way from the job descriptions used in this survey." In every case in which a reported rate appears to be out of line, THE CONFERENCE BOARD rechecks and verifies the figures with a responsible executive of the company involved.

3. The salary rates do not include overtime, but they do include incentives and cost-of-living and production bonuses earned during regular working hours. Salary rates for employees working fewer than forty hours a week have not been converted to forty-hour rates.

4. Salary rates may reflect earned-experience rates and accruals due to length of service. They may also be affected by nonfinancial benefits given employees.

5. Weekly salary rates are provided in even dollar amounts. Thus, a weekly salary of \$24.44 is reported as \$24, but \$24.50 or \$24.68 is reported as \$25.

6. Each company furnished the number of employees at each rate in each job classification.

The Board is eager to welcome additional companies as cooperators in any of the cities covered by this survey.

The next survey will be conducted in April, 1948.

ROBERT A. SAYRE
Statistical Division

Minimum Pensions Under Company Plans

MANY companies have been concerned with the inadequacy of the pensions received by their older workers who have not been employed sufficiently long to build up adequate past service credits under the formal pension plan.

Under these circumstances, the worker may receive a very small monthly benefit. If this employee receives a dollar or two a month under the pension plan, the effect on community relations has at times been quite unfavorable. In some companies with widely scattered plants, reaction to these small pensions has been so unfavorable that the company has felt it necessary to put a floor under these payments by providing a minimum pension regardless of the employees' past service credits.

Other companies are considering adopting a minimum pension provision because of the effect of rising living costs upon their pension programs, which were formulated when prices were lower.

Because of the many inquiries for information on this subject, THE CONFERENCE BOARD has analyzed 189 retirement benefit plans received during the past two years to determine how prevalent these minimum pension provisions are and how much the minimum pension is, wherever given. Of this number, twenty-three, or approximately 12%, provided minimum pensions. The amounts varied from \$10 to \$100 a month, as will be seen from the following tabulation.

| Minimum Pension | Number of Companies |
|-----------------------------|---------------------|
| \$10 a month..... | 4 |
| 12 a month..... | 1 |
| 20 a month..... | 7 |
| 25 a month..... | 1 |
| 330 a year..... | 1 |
| 30 a month..... | 1 |
| 50 a month..... | 2 ^a |
| 60 a month..... | 4 ^b |
| 100 a month..... | 1 ^c |
| 30% of normal earnings..... | 1 ^c |
| Total..... | 23 |

^aIn one company, deduct one-half primary social security benefits; in one company deduct primary social security benefits.

^bIn three companies, deduct any social security benefits; in one company deduct primary social security benefits.

^cDeduct primary social security benefits.

Most of the plans which provide for a minimum pension of \$50 or more include either all or half of the primary social security benefits in the minimum. In three companies with a minimum monthly pension of \$60, any old-age benefits which an employee may receive under the Social Security Act are deducted.

Ten of the twenty-three plans require that the employee be in the service of the company for a specified

time before he is eligible for a minimum pension. This requirement is found more frequently in companies with a fairly large minimum pension. These length-of-service requirements are classified by the minimum pension allowance in the following tabulation:

| Minimum Pension | Length of Service Required | Number of Companies |
|-----------------|----------------------------|---------------------|
| \$60 a month | 30 years..... | 3 ^a |
| 50 a month | 25 years..... | 1 |
| 50 a month | 20 years..... | 1 ^b |
| 30 a month | 5 years..... | 1 |
| 25 a month | 15 years..... | 1 |
| 20 a month | 25 years..... | 1 |
| 30% of salary | Employed since 1939..... | 1 |
| \$330 a year | 20 years..... | 1 ^c |

^aIf employed fewer than thirty years, minimum reduced \$1 for each year below thirty.

^bOr at discretion of committee.

^cReduced by 5% for each year below twenty.

In five companies, employees who do not complete the necessary number of years of service to be eligible for the full minimum pension are given a reduced amount. For example, the three companies which provide a minimum pension of \$60 a month after thirty years' service reduce this pension one dollar for each year of service under thirty.

F. BEATRICE BROWER

Division of Personnel Administration

Management Reading

Things That Make Wage Incentive Plan Click—Discusses four ways in which an incentive program can be modified and used where available standards are relatively inaccurate, or means of measuring individual production are subject to uncontrollable variables. By Merle D. Schmid, *Mill & Factory*, December, 1947.

Eighteen Points To Watch in Evaluating Plant Jobs—Lists by-products of job evaluation, things to watch in writing job descriptions, evaluating intangibles, and problems of administering and maintaining job evaluation plans. *Industrial Relations*, November, 1947.

"Time Study and Common Sense"—Discusses the theory underlying various time-study rating methods and fatigue allowances. By Abraham Cohen (Macdonald & Evans—London) 112 pp.

"Applied Job Evaluation"—A brief discussion of steps to be followed in installing and administering a job evaluation plan. By H. Geddes Stanway, The Ronald Press Company, 81 pp.

First Two Months Under the Taft-Hartley Act—A recapitulation of developments in the industrial relations field between June 23 and August 22. It includes both developments in the federal administration and in labor-management relations under the act. *Monthly Labor Review*, United States Department of Labor, Bureau of Labor Statistics, Vol. 65, No. 4, October, 1947.

The Price Climb Continues

THE highest consumers' price index ever measured by THE CONFERENCE BOARD was computed in November, 1947. This record figure of 131.8 (1923=100) tops the index for October (previous high for the series) by 0.7%, and that for June, 1920, (post-World War I peak) by 7.1%.

The purchasing value of the 1923 dollar dropped to 75.9 cents, 16.5 cents lower than its value in June, 1946, the last month of OPA controls.

MAJOR BUDGET GROUPS

Retail food prices showed the greatest month-to-month gains, advancing 1.0% since mid-October. The most common rises occurred in the prices of grain products, butter, fresh milk, green vegetables, tea, and coffee. Since December, 1946, an advance of 10.7% was noted.

The fuel and light index followed close behind food, with a rise of 0.9% over the month, and of 7.8% over the year. The current increase reflects higher prices of solid fuels and fuel oil.

Other major budget group increases in November were 0.8% for clothing, and 0.6% for sundries. Among the specific commodities rising in price were women's underwear, men's suits and shirts or footwear, cleaning materials and drug products.

Of the sixty-two industrial cities surveyed in November, fifty-six experienced over-all price rises since October, ranging from 0.2% in Rockford and Trenton, to a high of 1.7% in Houston. The median average gain was 0.8%. Bridgeport, Denver and Sacramento followed Houston with increases of 1.6%, 1.5% and

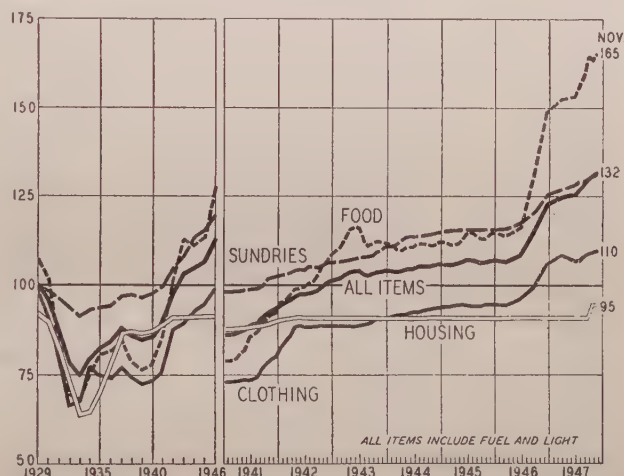
1.5%, respectively. Declines were noted only in three cities: Louisville (0.1%), Wausau (0.2%) and Macon (0.4%).

Over the eleven-month period beginning with December, 1946, each of the sixty-two cities for which data are available reported substantial increases, with only one city (Dallas) experiencing a rise smaller than 5.0%. In three cities, Atlanta, International Falls, (Minnesota) and Toledo, there was no change recorded.

FLORENCE S. GEIGER
Statistical Division

Consumers' Price Index

Source: THE CONFERENCE BOARD
Index Numbers, 1923=100



CONSUMERS' PRICE INDEX FOR THE UNITED STATES, AND PURCHASING VALUE OF THE DOLLAR

| Date | Weighted Average of All Items | Food | Housing ¹ | Clothing | | | Fuel and Light | | | Sundries | Purchasing Value of Dollar |
|--------------------------------|-------------------------------------|--------------------|----------------------|--------------------|--------------------|-------------------|--------------------|-------------|------|----------|----------------------------------|
| | | | | Total | Men's | Women's | Total ² | Electricity | Gas | | |
| Index Numbers, 1923=100 | | | | | | | | | | | |
| 1946 December..... | 123.2 | 149.3 _a | 91.0 | 105.8 | 121.0 | 90.5 | 100.3 | 66.9 | 94.5 | 125.9 | 81.2 |
| Annual average ³ .. | 113.2 | 127.7 | 91.0 | 99.2 | 110.9 | 87.5 | 98.7 | 66.9 | 94.5 | 119.9 | 88.6 |
| 1947 March..... | 124.8 | 152.3 | 91.0 | 108.2 | 124.4 | 92.0 | 101.4 | 66.8 | 94.4 | 126.9 | 80.1 |
| June..... | 125.4 | 153.3 | 91.0 | 107.2 | 124.4 | 90.0 | 101.1 | 66.6 | 95.2 | 128.0 | 79.7 |
| July..... | 126.6 | 155.8 | 91.0 | 107.2 | 124.2 | 90.1 | 102.4 | 65.4 | 95.0 | 129.1 | 79.0 |
| August..... | 128.2 | 159.4 | 91.0 | 107.6 | 124.4 | 90.7 | 106.0 | 66.6 | 95.0 | 129.5 | 78.0 |
| September..... | 130.2 | 164.6 | 91.0 | 108.4 | 124.3 | 92.4 | 106.5 | 66.7 | 95.0 | 129.9 | 76.8 |
| October..... | 130.9 | 163.6 | 94.5 | 108.9 | 125.0 | 92.8 | 107.1 | 66.8 | 95.0 | 130.8 | 76.4 |
| November..... | 131.8 | 165.3 _b | 94.5 | 109.8 _p | 126.2 _p | 93.4 _p | 108.1 | 66.8 | 95.0 | 131.6 | 75.9 |
| Percentage Changes | | | | | | | | | | | |
| Oct. 1947 to Nov. 1947. | +0.7 | +1.0 | 0 | +0.8 | +1.0 | +0.6 | +0.9 | 0 | 0 | +0.6 | -0.7 |
| Dec. 1946 to Nov. 1947. | +7.0 | +10.7 | +3.8 | +3.8 | +4.3 | +3.2 | +7.8 | -0.1 | +0.5 | +4.5 | -6.5 |

¹Rents surveyed Oct. 15 and Dec. 15, previous survey June 15.

²Includes fuel as well as electricity and gas.

³Average of four quarterly indexes.

^aBased on food prices for December 16, 1946.

^bBased on food prices for November 17, 1947.

^pPreliminary.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

| CITY | Index Numbers Jan., 1939=100 | | | Percentage Changes | | CITY | Index Numbers Jan., 1939=100 | | | Percentage Changes | |
|----------------------------|---------------------------------|--------------------|--------------------|------------------------------|------------------------------|----------------------------|---------------------------------|--------------------|--------------------|------------------------------|------------------------------|
| | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 |
| Akron | | | | | | Chicago | | | | | |
| Food..... | 214.5 | 214.4 | 199.6 | a | +7.5 | Food..... | 219.5 | 218.0 | 199.1 | +0.7 | +10.2 |
| Housing ¹ | 114.7 | 114.7 | 113.9 | 0 | +0.7 | Housing ¹ | 120.2 | 120.2 | 105.8 | 0 | +13.6 |
| Clothing..... | 149.8 | 148.7 | 143.3 | +0.7 | +4.5 | Clothing..... | 153.4 | 151.5 ^r | 145.2 | +1.3 | +5.6 |
| Fuel and light..... | 141.9 | 140.1 | 121.2 | +1.3 | +17.1 | Fuel and light..... | 105.5 | 104.0 | 98.0 | +1.4 | +7.7 |
| Housefurnishings..... | 132.2 | 132.2 | 129.9 | 0 | +1.8 | Housefurnishings..... | 146.6 | 145.7 | 138.9 | +0.6 | +5.5 |
| Sundries..... | 142.1 | 140.8 | 135.9 | +0.9 | +4.6 | Sundries..... | 139.9 | 138.7 | 133.2 | +0.9 | +5.0 |
| Weighted Total..... | 159.2 | 158.5 | 150.3 | +0.4 | +5.9 | Weighted Total..... | 161.1 | 160.0 ^r | 148.1 | +0.7 | +8.8 |
| Atlanta | | | | | | Cincinnati | | | | | |
| Food..... | 227.5 | 229.4 | 200.2 | -0.8 | +13.6 | Food..... | 210.0 | 209.8 | 191.7 | +0.1 | +9.5 |
| Housing ¹ | 104.4 | 104.4 | 99.2 | 0 | +5.2 | Housing ¹ | 104.6 | 104.6 | 100.9 | 0 | +3.7 |
| Clothing..... | 150.9 | 149.1 ^r | 146.0 ^r | +1.2 | +3.4 | Clothing..... | 161.0 | 159.1 | 151.4 | +1.2 | +6.3 |
| Fuel and light..... | 125.3 | 125.3 | 116.7 ^r | 0 | +7.4 | Fuel and light..... | 124.0 | 124.0 | 110.6 | 0 | +12.1 |
| Housefurnishings..... | 140.5 | 137.2 | 133.0 | +2.4 | +5.6 | Housefurnishings..... | 141.9 | 141.0 ^r | 132.8 | +0.6 | +6.9 |
| Sundries..... | 134.7 | 134.2 | 128.5 | +0.4 | +4.8 | Sundries..... | 144.1 | 142.8 | 129.4 | +0.9 | +11.4 |
| Weighted Total..... | 158.4 | 158.4 | 146.2 ^r | 0 | +8.3 | Weighted Total..... | 159.5 | 158.8 | 146.5 | +0.4 | +8.9 |
| Baltimore | | | | | | Cleveland | | | | | |
| Food..... | 213.8 | 212.1 | 193.2 | +0.8 | +10.7 | Food..... | 207.6 | 206.4 ^r | 186.0 | +0.6 | +11.6 |
| Housing ¹ | 104.8 | 104.8 | 103.2 | 0 | +1.6 | Housing ¹ | 116.7 | 116.7 | 109.7 | 0 | +6.4 |
| Clothing..... | 154.4 | 152.4 ^r | 145.0 | +1.3 | +6.5 | Clothing..... | 160.7 | 159.3 ^r | 154.4 | +0.9 | +4.1 |
| Fuel and light..... | 129.5 | 129.5 | 117.6 | 0 | +10.1 | Fuel and light..... | 125.8 | 122.6 | 110.4 | +2.6 | +13.9 |
| Housefurnishings..... | 158.3 | 158.4 | 154.2 | -0.1 | +2.7 | Housefurnishings..... | 157.8 | 154.0 | 144.6 | +2.5 | +9.1 |
| Sundries..... | 138.2 | 137.6 | 132.5 | +0.4 | +4.3 | Sundries..... | 144.7 | 143.1 | 139.0 | +1.1 | +4.1 |
| Weighted Total..... | 160.4 | 159.4 | 149.5 | +0.6 | +7.3 | Weighted Total..... | 159.8 | 158.3 | 147.9 | +0.9 | +8.0 |
| Birmingham | | | | | | Dallas | | | | | |
| Food..... | 224.6 | 223.4 ^r | 208.7 | +0.5 | +7.6 | Food..... | 210.9 | 208.1 | 197.3 | +1.3 | +6.9 |
| Housing ¹ | 117.2 | 117.2 | 105.7 | 0 | +10.9 | Housing ¹ | 105.6 | 105.6 | 105.6 | 0 | 0 |
| Clothing..... | 153.8 | 153.6 | 152.3 | +0.1 | +1.0 | Clothing..... | 155.5 | 154.4 | 150.7 | +0.7 | +3.2 |
| Fuel and light..... | 122.2 | 121.3 | 112.9 | +0.7 | +8.2 | Fuel and light..... | 89.1 | 89.1 | 89.1 | 0 | 0 |
| Housefurnishings..... | 154.4 | 151.6 | 146.3 | +1.8 | +5.5 | Housefurnishings..... | 149.7 | 149.9 | 142.4 | -0.1 | +5.1 |
| Sundries..... | 129.8 | 129.5 | 124.4 | +0.2 | +4.3 | Sundries..... | 139.1 | 138.1 | 133.8 | +0.7 | +4.0 |
| Weighted Total..... | 158.8 | 158.1 | 149.4 | +0.4 | +6.3 | Weighted Total..... | 151.7 | 150.6 | 145.4 | +0.7 | +4.3 |
| Boston | | | | | | Dayton | | | | | |
| Food..... | 197.3 | 194.0 ^r | 183.5 | +1.7 | +7.5 | Food..... | 208.8 | 207.8 | 184.2 | +0.5 | +13.4 |
| Housing ¹ | 109.4 | 109.4 | 104.5 | 0 | +4.7 | Housing ¹ | 111.2 | 111.2 | 106.4 | 0 | +4.5 |
| Clothing..... | 144.8 | 144.0 ^r | 139.8 | +0.6 | +3.6 | Clothing..... | 147.5 | 146.8 | 143.6 | +0.5 | +2.7 |
| Fuel and light..... | 141.8 | 137.5 | 128.4 | +3.1 | +10.4 | Fuel and light..... | 130.8 | 130.8 | 110.8 ^r | 0 | +18.1 |
| Housefurnishings..... | 156.9 | 155.2 | 147.9 | +1.1 | +6.1 | Housefurnishings..... | 162.7 | 163.1 ^r | 153.9 | -0.2 | +5.7 |
| Sundries..... | 143.7 | 142.5 | 138.6 | +0.8 | +3.7 | Sundries..... | 137.7 | 136.6 | 131.7 | +0.8 | +4.6 |
| Weighted Total..... | 156.4 | 154.4 | 147.3 | +1.3 | +6.2 | Weighted Total..... | 156.8 | 156.1 | 144.4 ^r | +0.4 | +8.6 |
| Bridgeport | | | | | | Denver | | | | | |
| Food..... | 204.5 | 199.5 ^r | 183.0 | +2.5 | +11.7 | Food..... | 212.6 | 207.0 ^r | 197.2 | +2.7 | +7.8 |
| Housing ¹ | 107.8 | 107.8 | 106.5 | 0 | +1.2 | Housing ¹ | 112.8 | 112.8 | 105.5 | 0 | +6.9 |
| Clothing..... | 146.7 | 145.8 ^r | 143.0 | +0.6 | +2.6 | Clothing..... | 150.6 | 150.0 | 144.7 | +0.4 | +4.1 |
| Fuel and light..... | 138.5 | 133.3 | 130.2 ^r | +3.9 | +6.4 | Fuel and light..... | 101.3 | 101.3 | 98.6 | 0 | +2.7 |
| Housefurnishings..... | 148.9 | 147.2 | 132.1 | +1.2 | +12.7 | Housefurnishings..... | 146.1 | 145.1 | 140.5 | +0.7 | +4.0 |
| Sundries..... | 161.1 | 160.4 | 146.3 | +0.4 | +10.1 | Sundries..... | 137.2 | 135.8 | 130.2 | +1.0 | +5.4 |
| Weighted Total..... | 161.3 | 158.8 ^r | 148.5 ^r | +1.6 | +8.6 | Weighted Total..... | 155.6 | 153.3 | 146.4 | +1.5 | +6.3 |
| Buffalo | | | | | | Des Moines | | | | | |
| Food..... | 219.6 | 215.7 | 194.4 | +1.8 | +13.0 | Food..... | 208.1 | 205.4 | 184.4 | +1.3 | +12.9 |
| Housing ¹ | 119.1 | 119.1 | 112.3 | 0 | +6.1 | Housing ¹ | 105.9 | 105.9 | 105.3 | 0 | +0.6 |
| Clothing..... | 148.0 | 146.9 ^r | 141.2 | +0.7 | +4.8 | Clothing..... | 162.6 | 161.0 | 160.0 | +1.0 | +1.6 |
| Fuel and light..... | 128.3 | 128.1 | 119.2 ^r | +0.2 | +7.6 | Fuel and light..... | 139.9 | 139.7 | 123.3 ^r | +0.1 | +13.5 |
| Housefurnishings..... | 158.2 | 157.3 ^r | 141.3 | +0.6 | +12.0 | Housefurnishings..... | 157.7 | 156.1 | 147.4 | +1.0 | +7.0 |
| Sundries..... | 139.7 | 138.9 | 134.3 | +0.6 | +4.0 | Sundries..... | 139.6 | 138.2 | 130.2 | +1.0 | +7.2 |
| Weighted Total..... | 161.8 | 160.2 ^r | 148.9 ^r | +1.0 | +8.7 | Weighted Total..... | 155.7 | 154.2 | 144.1 ^r | +1.0 | +8.0 |
| Chattanooga | | | | | | Detroit | | | | | |
| Food..... | 231.3 | 227.9 | 213.7 | +1.5 | +8.2 | Food..... | 214.6 | 213.3 | 192.0 | +0.6 | +11.8 |
| Housing ¹ | 103.7 | 103.7 | 103.7 | 0 | 0 | Housing ¹ | 107.7 | 107.7 | 107.0 | 0 | +0.7 |
| Clothing..... | 150.3 | 150.0 | 147.9 | +0.2 | +1.6 | Clothing..... | 154.2 | 152.2 ^r | 150.8 | +1.3 | +2.3 |
| Fuel and light..... | 125.8 | 123.9 | 107.0 | +1.5 | +17.6 | Fuel and light..... | 136.6 | 135.3 | 118.4 | +1.0 | +15.4 |
| Housefurnishings..... | 139.4 | 139.3 | 134.5 | +0.1 | +3.6 | Housefurnishings..... | 157.2 | 154.1 | 147.1 | +2.0 | +6.9 |
| Sundries..... | 131.0 | 130.6 | 128.4 | +0.3 | +2.0 | Sundries..... | 152.4 | 151.9 | 148.1 ^r | +0.3 | +2.9 |
| Weighted Total..... | 158.8 | 157.5 | 151.1 | +0.8 | +5.1 | Weighted Total..... | 161.4 | 160.5 | 151.3 ^r | +0.6 | +6.7 |

¹Rents surveyed last in October—in the future will be surveyed quarterly: December, March, June and September.

aLess than 0.1%.

rRevised.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

| City | Index Numbers Jan., 1939 = 100 | | | Percentage Changes | | City | Index Numbers Jan., 1939 = 100 | | | Percentage Changes | |
|----------------------------|-----------------------------------|--------------------|--------------------|------------------------------|------------------------------|----------------------------|-----------------------------------|--------------------|--------------------|------------------------------|------------------------------|
| | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 |
| Duluth | | | | | | Kansas City, Mo. | | | | | |
| Food..... | 211.8 | 207.1 _r | 184.5 | +2.0 | +14.5 | Food..... | 203.9 | 202.4 | 182.0 | +0.7 | +12.0 |
| Housing ¹ | 101.9 | 101.9 | 100.2 | 0 | +1.7 | Housing ¹ | 108.4 | 108.4 | 105.5 | 0 | +2.7 |
| Clothing..... | 161.5 | 160.5 _r | 155.7 | +0.6 | +3.7 | Clothing..... | 158.1 | 156.6 | 148.3 | +1.0 | +6.6 |
| Fuel and light..... | 139.1 | 135.9 | 116.2 _r | +2.4 | +19.7 | Fuel and light..... | 113.1 | 111.5 | 114.5 | +1.4 | -1.2 |
| Housefurnishings..... | 165.1 | 167.2 _r | 153.8 | -1.3 | +7.3 | Housefurnishings..... | 141.9 | 140.7 _r | 130.3 | +0.9 | +8.9 |
| Sundries..... | 139.1 | 137.6 | 134.3 | +1.1 | +3.6 | Sundries..... | 142.7 | 141.3 | 135.9 | +1.0 | +5.0 |
| Weighted Total..... | 160.7 | 158.6 | 146.8 _r | +1.3 | +9.5 | Weighted Total..... | 154.2 | 153.0 | 143.7 | +0.8 | +7.3 |
| Erie, Pa. | | | | | | Lansing | | | | | |
| Food..... | 224.1 | 222.2 | 201.2 | +0.9 | +11.4 | Food..... | 238.8 | 239.0 _r | 220.2 | -0.1 | +8.4 |
| Housing ¹ | 114.8 | 114.8 | 110.2 | 0 | +4.2 | Housing ¹ | 102.1 | 102.1 | 98.0 | 0 | +4.2 |
| Clothing..... | 169.4 | 169.8 | 166.1 | -0.2 | +2.0 | Clothing..... | 151.5 | 149.3 | 145.0 | +1.5 | +4.5 |
| Fuel and light..... | 140.1 | 138.4 | 127.3 | +1.2 | +10.1 | Fuel and light..... | 129.8 | 128.7 | 111.1 | +0.9 | +16.8 |
| Housefurnishings..... | 154.2 | 152.4 _r | 143.8 | +1.2 | +7.2 | Housefurnishings..... | 160.5 | 161.6 | 154.9 | -0.7 | +3.6 |
| Sundries..... | 152.1 | 151.5 | 144.5 | +0.4 | +5.3 | Sundries..... | 150.6 | 148.5 | 138.2 | +1.4 | +9.0 |
| Weighted Total..... | 168.8 | 167.8 | 156.5 | +0.6 | +7.9 | Weighted Total..... | 164.2 | 163.5 _r | 152.3 | +0.4 | +7.8 |
| Fall River | | | | | | Los Angeles | | | | | |
| Food..... | 196.4 | 194.5 | 180.1 | +1.0 | +9.1 | Food..... | 215.5 | 209.3 _r | 198.3 | +3.0 | +8.7 |
| Housing ¹ | 104.3 | 104.3 | 104.3 | 0 | 0 | Housing ¹ | 106.2 | 106.2 | 106.2 | 0 | 0 |
| Clothing..... | 161.2 | 160.6 _r | 158.5 | +0.4 | +1.7 | Clothing..... | 145.6 | 144.7 _r | 138.9 | +0.6 | +4.8 |
| Fuel and light..... | 134.0 | 129.4 | 122.8 | +3.6 | +9.1 | Fuel and light..... | 93.4 | 93.4 | 93.4 | 0 | 0 |
| Housefurnishings..... | 136.5 | 134.7 | 132.5 | +1.3 | +3.0 | Housefurnishings..... | 142.7 | 141.3 _r | 132.8 | +1.0 | +7.5 |
| Sundries..... | 140.0 | 139.0 | 132.9 _r | +0.7 | +5.3 | Sundries..... | 137.4 | 136.9 | 131.2 | +0.4 | +4.7 |
| Weighted Total..... | 154.4 | 152.9 | 145.5 | +1.0 | +6.1 | Weighted Total..... | 154.4 | 152.2 | 146.0 | +1.4 | +5.8 |
| Grand Rapids | | | | | | Louisville | | | | | |
| Food..... | 217.4 | 214.5 | 199.6 | +1.4 | +8.9 | Food..... | 222.7 | 225.1 | 202.3 | -1.1 | +10.1 |
| Housing ¹ | 106.5 | 106.5 | 106.5 | 0 | 0 | Housing ¹ | 104.7 | 104.7 | 103.9 | 0 | +0.8 |
| Clothing..... | 154.7 | 154.6 | 153.9 | +0.1 | +0.5 | Clothing..... | 150.1 | 149.0 | 143.3 | +0.7 | +4.7 |
| Fuel and light..... | 142.4 | 142.4 | 121.0 | 0 | +17.7 | Fuel and light..... | 146.4 | 145.0 | 122.6 | +1.0 | +19.4 |
| Housefurnishings..... | 165.0 | 162.6 _r | 163.4 | +1.5 | +1.0 | Housefurnishings..... | 163.3 | 163.4 | 158.6 | -0.1 | +3.0 |
| Sundries..... | 148.2 | 146.2 | 135.0 | +1.4 | +9.8 | Sundries..... | 143.5 | 142.2 | 138.2 | +0.9 | +3.8 |
| Weighted Total..... | 162.4 | 160.8 _r | 151.3 | +1.0 | +7.3 | Weighted Total..... | 165.8 | 166.0 | 154.8 | -0.1 | +7.1 |
| Green Bay, Wis. | | | | | | Macon | | | | | |
| Food..... | 205.5 | 202.7 | 186.2 | +1.4 | +10.4 | Food..... | 213.4 | 217.2 | 199.1 | -1.7 | +7.2 |
| Housing ¹ | 113.5 | 113.5 | 106.8 | 0 | +6.3 | Housing ¹ | 119.1 | 119.1 | 114.0 | 0 | +4.5 |
| Clothing..... | 166.5 | 166.2 | 159.3 | +0.2 | +4.5 | Clothing..... | 157.2 | 155.9 | 150.7 | +0.8 | +4.3 |
| Fuel and light..... | 127.3 | 124.9 | 111.0 | +1.9 | +14.7 | Fuel and light..... | 112.6 | 111.1 | 102.2 _r | +1.4 | +10.2 |
| Housefurnishings..... | 153.5 | 153.4 | 145.9 | +0.1 | +5.2 | Housefurnishings..... | 153.3 | 150.9 | 147.1 | +1.6 | +4.2 |
| Sundries..... | 135.3 | 134.4 | 130.3 | +0.7 | +3.8 | Sundries..... | 134.7 | 134.4 | 128.1 | +0.2 | +5.2 |
| Weighted Total..... | 156.2 | 154.9 | 145.5 | +0.8 | +7.4 | Weighted Total..... | 159.4 | 160.1 | 150.4 _r | -0.4 | +6.0 |
| Houston | | | | | | Memphis | | | | | |
| Food..... | 220.7 | 213.1 | 197.3 | +3.6 | +11.9 | Food..... | 237.5 | 232.0 | 214.1 | +2.4 | +10.9 |
| Housing ¹ | 109.9 | 109.9 | 105.7 | 0 | +4.0 | Housing ¹ | 113.8 | 113.8 | 108.4 | 0 | +5.0 |
| Clothing..... | 153.0 | 150.3 | 144.4 | +1.8 | +6.0 | Clothing..... | 158.7 | 157.8 | 156.2 | +0.6 | +1.6 |
| Fuel and light..... | 81.8 | 81.8 | 81.8 | 0 | 0 | Fuel and light..... | 111.9 | 108.8 | 103.1 | +2.8 | +8.5 |
| Housefurnishings..... | 140.4 | 140.4 | 127.6 | 0 | +10.0 | Housefurnishings..... | 156.8 | 153.2 | 147.0 | +2.3 | +6.7 |
| Sundries..... | 137.8 | 137.0 | 128.8 | +0.6 | +7.4 | Sundries..... | 124.2 | 123.7 | 121.3 | +0.4 | +2.4 |
| Weighted Total..... | 154.8 | 152.2 | 142.7 | +1.7 | +8.5 | Weighted Total..... | 158.7 | 156.5 | 148.9 | +1.4 | +6.6 |
| Huntington, W. Va. | | | | | | Milwaukee | | | | | |
| Food..... | 219.0 | 218.9 | 204.2 | a | +7.2 | Food..... | 209.6 | 205.2 | 185.8 | +2.1 | +12.8 |
| Housing ¹ | 111.7 | 111.7 | 111.7 | 0 | 0 | Housing ¹ | 110.2 | 110.2 | 103.5 | 0 | +6.5 |
| Clothing..... | 153.8 | 151.3 _r | 146.0 | +1.7 | +5.3 | Clothing..... | 164.1 | 162.9 | 163.3 | +0.7 | +0.5 |
| Fuel and light..... | 100.0 | 100.0 | 100.0 | 0 | 0 | Fuel and light..... | 127.1 | 125.2 | 116.6 | +1.5 | +9.0 |
| Housefurnishings..... | 160.3 | 157.8 | 152.3 | +1.6 | +5.3 | Housefurnishings..... | 167.1 | 165.4 | 155.1 | +1.0 | +7.7 |
| Sundries..... | 141.3 | 140.7 | 135.0 | +0.4 | +4.7 | Sundries..... | 137.1 | 136.2 | 131.8 | +0.7 | +4.0 |
| Weighted Total..... | 161.9 | 161.2 | 153.8 | +0.4 | +5.3 | Weighted Total..... | 156.9 | 155.0 | 145.5 | +1.2 | +7.8 |
| Indianapolis | | | | | | Minneapolis | | | | | |
| Food..... | 221.7 | 221.7 _r | 205.1 | 0 | +8.1 | Food..... | 226.2 | 226.1 | 207.0 | a | +9.3 |
| Housing ¹ | 113.6 | 113.6 | 107.9 | 0 | +5.3 | Housing ¹ | 108.1 | 108.1 | 103.7 | 0 | +4.2 |
| Clothing..... | 146.0 | 145.7 | 143.1 | +0.2 | +2.0 | Clothing..... | 161.0 | 159.8 | 153.2 | +0.8 | +5.1 |
| Fuel and light..... | 137.1 | 133.4 | 117.6 | +2.8 | +16.6 | Fuel and light..... | 123.2 | 121.9 | 110.5 | +1.1 | +11.5 |
| Housefurnishings..... | 153.9 | 152.5 | 144.6 | +0.9 | +6.4 | Housefurnishings..... | 159.2 | 156.9 | 147.9 | +1.5 | +7.6 |
| Sundries..... | 145.3 | 143.5 | 140.0 | +1.3 | +3.8 | Sundries..... | 146.2 | 144.5 | 133.2 | +1.2 | +9.8 |
| Weighted Total..... | 162.2 | 161.2 _r | 152.5 | +0.6 | +6.4 | Weighted Total..... | 163.5 | 162.6 | 150.8 | +0.6 | +8.4 |

¹Rents surveyed last in October—in the future will be surveyed quarterly: December, March, June and September.

a Less than 0.1%.

r Revised.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

| CITY | Index Numbers Jan., 1939 = 100 | | | Percentage Changes | | CITY | Index Numbers Jan., 1939 = 100 | | | Percentage Changes | |
|----------------------------|-----------------------------------|--------------------|--------------------|------------------------------|------------------------------|----------------------------|-----------------------------------|--------------------|--------------------|------------------------------|------------------------------|
| | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 |
| Muskegon | | | | | | Portland, Ore. | | | | | |
| Food..... | 253.2 | 251.8 | 225.4 | +0.6 | +12.3 | Food..... | 215.7 | 211.4 ^r | 196.9 | +2.0 | +9.5 |
| Housing ¹ | 115.2 | 115.2 | 115.2 | 0 | 0 | Housing ¹ | 110.0 | 110.0 | 110.0 | 0 | 0 |
| Clothing..... | 147.6 | 146.4 | 143.0 | +0.8 | +3.2 | Clothing..... | 169.1 | 166.9 ^r | 157.5 | +1.3 | +7.4 |
| Fuel and light..... | 147.0 | 146.0 | 129.5 | +0.7 | +13.5 | Fuel and light..... | 122.5 | 121.9 | 125.7 ^r | +0.5 | -2.5 |
| Housefurnishings..... | 139.9 | 139.2 | 131.9 | +0.5 | +6.1 | Housefurnishings..... | 142.9 | 138.3 | 133.8 | +3.3 | +6.8 |
| Sundries..... | 140.0 | 139.0 | 134.1 | +0.7 | +4.4 | Sundries..... | 129.7 | 129.2 | 126.4 | +0.4 | +2.6 |
| Weighted Total..... | 168.6 | 167.7 | 156.6 | +0.5 | +7.7 | Weighted Total..... | 157.1 | 155.1 | 148.8 ^r | +1.3 | +5.6 |
| Newark | | | | | | Providence | | | | | |
| Food..... | 205.4 | 202.9 | 177.4 | +1.2 | +15.8 | Food..... | 218.1 | 210.8 ^r | 194.2 | +1.1 | +9.7 |
| Housing ¹ | 110.7 | 110.7 | 101.4 | 0 | +9.2 | Housing ¹ | 103.3 | 103.3 | 103.3 | 0 | 0 |
| Clothing..... | 145.8 | 145.7 ^r | 146.3 | +0.1 | -0.3 | Clothing..... | 153.0 | 151.3 | 148.4 | +1.1 | +3.1 |
| Fuel and light..... | 109.7 | 108.8 | 105.0 | +0.8 | +4.5 | Fuel and light..... | 131.8 | 126.6 | 118.4 | +4.1 | +11.3 |
| Housefurnishings..... | 170.0 | 170.8 | 159.9 | -0.5 | +6.3 | Housefurnishings..... | 134.2 | 133.1 | 128.8 | +0.8 | +4.2 |
| Sundries..... | 135.4 | 134.7 | 127.7 | +0.5 | +6.0 | Sundries..... | 140.7 | 140.4 | 132.7 | +0.2 | +6.0 |
| Weighted Total..... | 157.1 | 155.9 ^r | 142.5 | +0.8 | +10.2 | Weighted Total..... | 157.1 | 155.7 ^r | 147.1 | +0.9 | +6.8 |
| New Haven | | | | | | Richmond | | | | | |
| Food..... | 213.4 | 209.8 | 187.3 ^r | +1.7 | +13.9 | Food..... | 245.7 | 245.9 | 224.2 ^r | -0.1 | +9.6 |
| Housing ¹ | 105.3 | 105.3 | 105.3 | 0 | 0 | Housing ¹ | 110.8 | 110.8 | 103.4 | 0 | +7.2 |
| Clothing..... | 157.8 | 155.9 | 154.7 | +1.2 | +2.0 | Clothing..... | 158.8 | 157.3 | 151.4 | +1.0 | +4.9 |
| Fuel and light..... | 129.0 | 122.9 | 116.8 ^r | +5.0 | +10.4 | Fuel and light..... | 124.0 | 121.4 ^r | 109.9 | +2.1 | +12.8 |
| Housefurnishings..... | 147.3 | 145.0 | 138.3 | +1.6 | +6.5 | Housefurnishings..... | 161.9 | 161.5 | 143.2 | +0.2 | +13.1 |
| Sundries..... | 125.6 | 125.0 | 118.9 | +0.5 | +5.6 | Sundries..... | 128.3 | 127.8 | 123.5 | +0.4 | +3.9 |
| Weighted Total..... | 154.3 | 152.2 | 142.4 ^r | +1.4 | +8.4 | Weighted Total..... | 164.0 | 163.5 | 152.3 | +0.3 | +7.7 |
| New Orleans | | | | | | Roanoke, Va. | | | | | |
| Food..... | 221.5 | 220.8 | 203.8 | +0.3 | +8.7 | Food..... | 218.1 | 217.3 ^r | 206.8 | +0.4 | +5.5 |
| Housing ¹ | 116.8 | 116.8 | 110.6 | 0 | +5.6 | Housing ¹ | 135.8 | 135.8 | 123.9 | 0 | +9.6 |
| Clothing..... | 160.0 | 159.2 | 147.3 | +0.5 | +8.6 | Clothing..... | 164.4 | 162.6 ^r | 160.1 | +1.1 | +2.7 |
| Fuel and light..... | 86.6 | 85.9 | 84.5 | +0.8 | +2.5 | Fuel and light..... | 135.1 | 133.5 | 118.4 | +1.2 | +14.1 |
| Housefurnishings..... | 159.2 | 158.3 | 148.2 | +0.6 | +7.4 | Housefurnishings..... | 155.6 | 152.9 | 143.5 | +1.8 | +8.4 |
| Sundries..... | 133.0 | 132.4 | 125.7 | +0.5 | +5.8 | Sundries..... | 138.8 | 138.2 | 129.2 | +0.4 | +7.4 |
| Weighted Total..... | 165.2 | 164.7 | 153.7 | +0.3 | +7.5 | Weighted Total..... | 164.8 | 164.0 | 154.3 | +0.5 | +6.8 |
| New York | | | | | | Rochester | | | | | |
| Food..... | 205.9 | 204.4 | 184.3 | +0.7 | +11.7 | Food..... | 219.1 | 215.1 | 194.8 | +1.9 | +12.5 |
| Housing ¹ | 101.6 | 101.6 | 100.8 | 0 | +0.8 | Housing ¹ | 103.9 | 103.9 | 103.9 | 0 | 0 |
| Clothing..... | 153.4 | 152.1 | 147.5 | +0.9 | +4.0 | Clothing..... | 157.7 | 157.1 ^r | 153.3 | +0.4 | +2.9 |
| Fuel and light..... | 114.8 | 113.8 | 110.6 | +0.4 | +3.3 | Fuel and light..... | 143.0 | 142.9 | 132.4 | +0.1 | +8.0 |
| Housefurnishings..... | 154.6 | 153.3 ^r | 148.2 | +0.8 | +4.3 | Housefurnishings..... | 132.8 | 178.4 | 165.0 | +2.5 | +10.8 |
| Sundries..... | 141.0 | 140.3 | 137.8 | +0.5 | +2.3 | Sundries..... | 145.7 | 145.4 | 141.8 ^r | +0.2 | +2.8 |
| Weighted Total..... | 156.4 | 155.5 | 146.7 | +0.6 | +6.6 | Weighted Total..... | 160.7 | 159.2 | 150.5 | +0.9 | +6.8 |
| Omaha | | | | | | Rockford, Ill. | | | | | |
| Food..... | 232.3 | 227.7 | 208.7 | +2.0 | +11.3 | Food..... | 230.7 | 231.0 | 203.6 | -0.1 | +13.3 |
| Housing ¹ | 107.5 | 107.5 | 100.6 | 0 | +6.9 | Housing ¹ | 139.8 | 139.8 | 138.1 | 0 | +1.2 |
| Clothing..... | 164.6 | 153.2 | 147.3 | +0.9 | +5.0 | Clothing..... | 150.7 | 149.1 | 146.0 | +1.1 | +3.2 |
| Fuel and light..... | 129.9 | 126.9 | 115.1 ^r | +2.4 | +12.9 | Fuel and light..... | 134.7 | 134.5 | 119.2 | +0.1 | +13.0 |
| Housefurnishings..... | 170.7 | 170.8 | 162.7 ^r | -0.1 | +4.9 | Housefurnishings..... | 161.4 | 160.5 | 143.1 | +0.6 | +12.8 |
| Sundries..... | 139.8 | 138.7 | 132.7 ^r | +0.8 | +5.4 | Sundries..... | 143.0 | 142.2 | 128.7 | +0.6 | +11.1 |
| Weighted Total..... | 163.1 | 161.0 | 150.5 | +1.3 | +8.4 | Weighted Total..... | 170.1 | 169.7 | 154.8 | +0.2 | +9.9 |
| Philadelphia | | | | | | Sacramento | | | | | |
| Food..... | 200.8 | 198.9 | 182.5 | +1.0 | +10.0 | Food..... | 219.5 | 213.4 | 198.7 | +2.9 | +10.5 |
| Housing ¹ | 106.4 | 106.4 | 102.7 | 0 | +3.6 | Housing ¹ | 115.3 | 115.3 | 105.7 | 0 | +9.1 |
| Clothing..... | 147.3 | 146.6 | 148.1 | +0.5 | -0.5 | Clothing..... | 164.4 | 161.7 ^r | 158.2 | +1.7 | +3.9 |
| Fuel and light..... | 133.5 | 132.3 | 123.7 | +0.9 | +7.9 | Fuel and light..... | 77.0 | 77.0 | 76.8 | 0 | +0.3 |
| Housefurnishings..... | 151.3 | 151.1 | 143.8 | +0.1 | +5.2 | Housefurnishings..... | 172.7 | 171.3 | 158.5 | +0.8 | +9.0 |
| Sundries..... | 141.8 | 141.1 | 134.7 | +0.5 | +5.3 | Sundries..... | 136.5 | 136.1 | 129.6 | +0.3 | +5.3 |
| Weighted Total..... | 157.6 | 156.6 | 147.7 | +0.6 | +6.7 | Weighted Total..... | 159.3 | 157.0 | 147.8 | +1.5 | +7.8 |
| Pittsburgh | | | | | | St. Louis | | | | | |
| Food..... | 209.4 | 209.2 | 189.2 | +0.1 | +10.7 | Food..... | 210.1 | 207.1 | 186.9 | +1.4 | +12.4 |
| Housing ¹ | 117.7 | 117.7 | 105.7 | 0 | +11.4 | Housing ¹ | 111.7 | 111.7 | 105.8 | 0 | +5.6 |
| Clothing..... | 151.9 | 151.7 ^r | 146.5 | +0.1 | +3.7 | Clothing..... | 149.6 | 148.7 ^r | 144.4 | +0.6 | +3.6 |
| Fuel and light..... | 127.2 | 125.4 | 117.0 | +1.4 | +8.7 | Fuel and light..... | 142.1 | 141.1 | 126.0 | +0.7 | +12.8 |
| Housefurnishings..... | 141.8 | 140.7 ^r | 136.1 | +0.8 | +4.2 | Housefurnishings..... | 154.2 | 151.8 | 140.3 | +1.6 | +9.9 |
| Sundries..... | 143.4 | 143.0 | 132.7 | +0.3 | +8.1 | Sundries..... | 131.2 | 130.2 | 126.8 | +0.8 | +3.5 |
| Weighted Total..... | 159.9 | 159.5 | 146.6 | +0.3 | +9.1 | Weighted Total..... | 157.7 | 156.1 | 145.5 | +1.0 | +8.4 |

¹Rents surveyed last in October—in the future will be surveyed quarterly: December, March, June and September.

^rRevised

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

| CITY | Index Numbers Jan., 1939 = 100 | | | Percentage Changes | | CITY | Index Numbers Jan., 1939 = 100 | | | Percentage Changes | |
|--------------------------------|-----------------------------------|-----------|-----------|------------------------------|------------------------------|----------------------------|-----------------------------------|-----------|-----------|------------------------------|------------------------------|
| | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | | Nov. 1947 | Oct. 1947 | Dec. 1946 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 |
| St. Paul | | | | | | Toledo | | | | | |
| Food..... | 221.8 | 220.8 | 206.0 | +0.5 | +7.7 | Food..... | 215.8 | 217.9 | 195.2 | -1.0 | +10.6 |
| Housing ¹ | 104.9 | 104.9 | 100.9 | 0 | +4.0 | Housing ¹ | 113.1 | 113.1 | 113.1 | 0 | 0 |
| Clothing..... | 148.4 | 147.5 | 137.3 | +0.6 | +8.1 | Clothing..... | 152.4 | 152.2 | 152.7 | +0.1 | -0.2 |
| Fuel and light..... | 127.8 | 125.4 | 113.8 | +1.9 | +12.3 | Fuel and light..... | 135.6 | 134.1 | 116.8 | +1.1 | +16.1 |
| Housefurnishings..... | 169.5 | 169.5 | 152.7 | 0 | +11.0 | Housefurnishings..... | 144.7 | 144.2 | 140.9 | +0.3 | +2.7 |
| Sundries..... | 139.8 | 138.0 | 131.1 | +1.3 | +6.6 | Sundries..... | 149.8 | 148.2 | 139.0 | +1.1 | +7.8 |
| Weighted Total..... | 159.4 | 158.3 | 148.3 | +0.7 | +7.5 | Weighted Total..... | 162.5 | 162.5 | 151.5 | 0 | +7.3 |
| San Francisco - Oakland | | | | | | Wausau, Wis. | | | | | |
| Food..... | 221.2 | 216.4 | 198.1 | +2.2 | +11.7 | Food..... | 222.6 | 226.6 | 201.8 | -1.8 | +10.6 |
| Housing ¹ | 100.9 | 100.9 | 100.9 | 0 | 0 | Housing ¹ | 102.7 | 102.7 | 102.7 | 0 | 0 |
| Clothing..... | 154.6 | 154.3 | 148.6 | +0.2 | +4.0 | Clothing..... | 175.4 | 173.1 | 168.4 | +1.3 | +4.2 |
| Fuel and light..... | 90.4 | 90.4 | 88.1 | 0 | +2.6 | Fuel and light..... | 133.2 | 132.2 | 117.4 | +0.8 | +13.5 |
| Housefurnishings..... | 155.4 | 154.2 | 142.5 | +0.8 | +9.1 | Housefurnishings..... | 149.5 | 144.9 | 145.8 | +3.2 | +2.5 |
| Sundries..... | 143.9 | 143.6 | 137.7 | +0.2 | +4.5 | Sundries..... | 135.7 | 135.4 | 129.0 | +0.2 | +5.2 |
| Weighted Total..... | 161.0 | 159.3 | 150.4 | +1.1 | +7.0 | Weighted Total..... | 160.0 | 160.4 | 149.4 | -0.2 | +7.1 |
| Seattle | | | | | | Wilmington, Del. | | | | | |
| Food..... | 216.6 | 215.0 | 204.0 | +0.7 | +6.2 | Food..... | 197.4 | 195.8 | 182.5 | +0.8 | +8.2 |
| Housing ¹ | 113.0 | 113.0 | 106.5 | 0 | +6.1 | Housing ¹ | 106.4 | 106.4 | 104.9 | 0 | +1.4 |
| Clothing..... | 146.8 | 145.7 | 143.6 | +0.8 | +2.2 | Clothing..... | 162.5 | 161.2 | 151.4 | +0.8 | +7.3 |
| Fuel and light..... | 125.2 | 124.9 | 116.0 | +0.2 | +7.9 | Fuel and light..... | 118.2 | 117.5 | 112.6 | +0.6 | +5.0 |
| Housefurnishings..... | 160.9 | 159.9 | 144.4 | +0.6 | +11.4 | Housefurnishings..... | 161.8 | 160.3 | 148.8 | +0.9 | +8.7 |
| Sundries..... | 139.3 | 138.9 | 132.8 | +0.3 | +4.9 | Sundries..... | 128.6 | 127.5 | 124.2 | +0.9 | +3.5 |
| Weighted Total..... | 160.4 | 159.6 | 151.8 | +0.5 | +5.7 | Weighted Total..... | 154.5 | 153.3 | 145.5 | +0.8 | +6.2 |
| Spokane | | | | | | Youngstown | | | | | |
| Food..... | 208.6 | 203.8 | 194.8 | +2.6 | +7.1 | Food..... | 219.4 | 215.8 | 202.8 | +1.7 | +8.2 |
| Housing ¹ | 104.0 | 104.0 | 102.0 | 0 | +2.0 | Housing ¹ | 106.7 | 106.7 | 105.6 | 0 | +1.0 |
| Clothing..... | 145.2 | 144.8 | 139.4 | +0.3 | +4.2 | Clothing..... | 163.7 | 167.9 | 158.3 | +0.5 | +6.6 |
| Fuel and light..... | 144.1 | 144.1 | 137.3 | 0 | +5.0 | Fuel and light..... | 126.5 | 126.5 | 113.2 | 0 | +11.7 |
| Housefurnishings..... | 146.3 | 146.3 | 138.6 | 0 | +5.6 | Housefurnishings..... | 159.8 | 157.1 | 151.0 | +1.7 | +5.8 |
| Sundries..... | 135.6 | 135.3 | 130.8 | +0.2 | +3.7 | Sundries..... | 134.0 | 133.5 | 123.4 | +0.4 | +8.6 |
| Weighted Total..... | 156.1 | 154.3 | 148.4 | +1.2 | +5.2 | Weighted Total..... | 159.7 | 158.3 | 149.0 | +0.9 | +7.2 |
| Syracuse | | | | | | | | | | | |
| Food..... | 214.2 | 213.5 | 191.8 | +0.3 | +11.7 | | | | | | |
| Housing ¹ | 116.3 | 116.3 | 116.3 | 0 | 0 | | | | | | |
| Clothing..... | 155.4 | 155.2 | 150.7 | +0.1 | +3.1 | | | | | | |
| Fuel and light..... | 138.3 | 138.0 | 132.1 | +0.2 | +4.7 | | | | | | |
| Housefurnishings..... | 160.9 | 158.5 | 150.3 | +1.5 | +7.1 | | | | | | |
| Sundries..... | 132.6 | 131.9 | 123.3 | +0.5 | +7.5 | | | | | | |
| Weighted Total..... | 157.0 | 156.5 | 146.4 | +0.3 | +7.2 | | | | | | |

¹Rents surveyed last in October—in the future will be surveyed quarterly:
December, March, June and September. ²Revised

PERCENTAGE CHANGES IN INDEXES FOR FIVE CITIES

| | Weighted Total | | Food | | Housing ¹ | | Clothing | | Fuel and Light | | Housefurnishings | | Sundries | |
|---------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 | Oct. 1947 to Nov. 1947 | Dec. 1946 to Nov. 1947 |
| Bellefonte, Pa..... | +1.2 | +7.9 | +1.0 | +8.1 | 0 | +13.4 | +2.9 | +4.9 | +1.0 | +10.0 | +0.7 | +11.3 | +1.1 | +4.8 |
| Evansville, Ind..... | +0.4 | +6.4 | a | +11.3 | 0 | +0.7 | +1.3 | -1.6 | +1.4 | +11.3 | +1.0 | +8.8 | +0.4 | +3.9 |
| International Falls, Minn.. | 0 | +9.3 | -1.6 | +10.6 | 0 | +12.4 | +2.4 | +5.5 | +1.9 | +15.6 | +0.6 | +3.7 | +0.7 | +7.8 |
| Joliet, Ill. ² | +0.6 | +9.6 | +0.2 | +14.8 | 0 | 0 | +0.5 | +4.4 | +3.7 | +16.1 | +0.1 | +6.8 | +0.7 | +7.9 |
| Trenton, N. J..... | +0.2 | +5.6 | -0.2 | +7.3 | 0 | +1.6 | +1.0 | -1.4 | 0 | +5.4 | +0.1 | -3.8 | +0.5 | +9.2 |

¹Rents surveyed October 15. In the future will be surveyed quarterly, March, June, September and December.
²Includes Lockport and Rockdale.

aLess than 0.1%

²Revised

SIGNIFICANT LABOR STATISTICS

Source: THE CONFERENCE BOARD, unless otherwise indicated

| Item | Unit | 1947 | | | | | | Year Previous | Percentage Change | |
|---|--------------------|---------|---------|-------|-------|--------|-------|---------------|---|---------------------------------|
| | | Nov. | Oct. | Sept. | Aug. | July | June | | Latest Month over Previous Month ¹ | Latest Month over Year Previous |
| Clerical salary rates | | | | | | | | | | |
| Billing machine operator..... | mode in dollars | | 35 | | | | | | | |
| Calculating machine or Comptometer oper. | mode in dollars | | 35 | | | | | | | |
| Office boy or girl..... | mode in dollars | | 28 | | | | | | | |
| Stenographer..... | mode in dollars | | 40 | | | | | | | |
| Telephone switchboard operator..... | mode in dollars | | 40 | | | | | | | |
| Senior copy typist..... | mode in dollars | | 40 | | | | | | | |
| Consumers' Price Index | | | | | | | | | | |
| Food..... | 1923=100 | 165.3 | 163.6 | 164.6 | 159.4 | 155.8 | 153.3 | 149.3 | +1.0 | +10.7 |
| Housing..... | 1923=100 | 94.5 | 94.5 | 91.0 | 91.0 | 91.0 | 91.0 | 91.0 | 0 | +3.8 |
| Clothing..... | 1923=100 | p 109.8 | 108.9 | 108.4 | 107.6 | 107.2 | 107.2 | 105.8 | +0.8 | +3.8 |
| Men's..... | 1923=100 | p 126.2 | 125.0 | 124.3 | 124.4 | 124.2 | 124.4 | 121.0 | +1.0 | +4.3 |
| Women's..... | 1923=100 | p 93.4 | 92.8 | 92.4 | 90.7 | 90.1 | 90.0 | 90.5 | +0.6 | +3.2 |
| Fuel and light..... | 1923=100 | 108.1 | 107.1 | 106.5 | 106.0 | 102.4 | 101.1 | 100.3 | +0.9 | +7.8 |
| Electricity..... | 1923=100 | 66.8 | 66.8 | 66.7 | 66.6 | 65.4 | 66.6 | 66.9 | 0 | -0.1 |
| Gas..... | 1923=100 | 95.0 | 95.0 | 95.9 | 95.0 | 95.0 | 95.2 | 94.5 | 0 | +0.5 |
| Sundries..... | 1923=100 | 131.6 | 130.8 | 129.9 | 129.5 | 129.1 | 128.0 | 125.9 | +0.6 | +4.5 |
| All items..... | 1923=100 | 131.8 | 130.9 | 130.2 | 128.2 | 126.6 | 125.4 | 123.2 | +0.7 | +7.0 |
| Purchasing value of dollar..... | 1923 dollars | .759 | .764 | .768 | .780 | .790 | .797 | .812 | -0.7 | -6.5 |
| All items (BLS)..... | 1935-39=100 | | 163.8 | 163.8 | 160.3 | 158.4 | 157.1 | 148.6 | 0 | +10.2 |
| Strikes (BLS) | | | | | | | | | | |
| Beginning in period..... | number | p 150 | p 175 | 200 | 325 | 300 | 350 | 344 | -14.3 | -56.4 |
| Workers involved..... | thousands | p 45.0 | p 60.0 | 75.0 | 120.0 | 500.6 | 475.0 | 435.0 | -25.0 | -89.7 |
| Total man days idle..... | thousands | p 700 | p 1,850 | 2,000 | 2,500 | 4,200 | 3,750 | 4,980 | -62.2 | -85.9 |
| Turnover rates in manufacturing (BLS) | | | | | | | | | | |
| Separations..... | per 100 employees | | p 5.0 | 5.9 | 5.3 | r 4.6 | 4.7 | 6.3 | -15.3 | -20.6 |
| Quits..... | per 100 employees | | p 3.6 | 4.5 | 4.0 | r 3.1 | 3.1 | 4.7 | -20.0 | -23.4 |
| Miscellaneous..... | per 100 employees | | p .1 | .1 | .1 | .1 | .1 | .2 | 0 | -50.0 |
| Discharges..... | per 100 employees | | p .4 | .4 | .4 | .4 | .4 | .4 | 0 | 0 |
| Layoffs..... | per 100 employees | | p .9 | .9 | .8 | 1.0 | 1.1 | 1.0 | 0 | -10.0 |
| Accessions..... | per 100 employees | | p 5.5 | 5.9 | 5.3 | r 4.9 | 5.5 | 6.8 | -6.8 | -19.1 |
| Wage Earners | | | | | | | | | | |
| All manufacturing industries (BLS) | | | | | | | | | | |
| Earnings, hourly..... | average in dollars | | 1.257 | 1.249 | 1.237 | 1.230 | 1.226 | 1.130 | +0.6 | +11.2 |
| weekly..... | average in dollars | | 50.98 | 50.45 | 49.19 | 48.98 | 49.33 | 45.73 | +1.1 | +11.5 |
| Hours per production worker..... | average per week | | 40.5 | 40.4 | 39.8 | 39.8 | 40.2 | 40.5 | +0.2 | 0 |
| Twenty-five manufacturing industries | | | | | | | | | | |
| Earnings, hourly..... | average in dollars | 1.395 | 1.386 | 1.383 | 1.367 | 1.354 | 1.347 | 1.243 | +0.6 | +12.2 |
| weekly..... | average in dollars | 56.78 | r 56.60 | 55.96 | 54.29 | 53.61 | 54.25 | 50.14 | +0.3 | +13.2 |
| Hours per production worker..... | average per week | 40.8 | r 40.9 | 40.5 | 39.7 | 39.7 | 40.3 | 40.4 | -0.2 | +1.0 |
| Employment..... | 1923=100 | 128.6 | 127.9 | 127.6 | 126.2 | 125.5 | 127.4 | 125.8 | +0.5 | +2.2 |
| Total man hours..... | 1923=100 | 106.6 | r 106.3 | 105.0 | 101.8 | 101.3 | 104.3 | 103.3 | +0.3 | +3.2 |
| Payrolls..... | 1923=100 | 274.4 | 272.0 | 268.3 | 257.4 | 252.9 | 259.8 | 237.0 | +0.9 | +15.8 |
| Wage-rate increases..... | average per cent | 6.4 | 4.9 | 5.9 | 6.9 | 7.4 | 8.7 | 7.3 | | |
| Production workers affected..... | per cent | 4.6 | 1.9 | 2.9 | 3.9 | 4.8 | 8.6 | 2.7 | | |
| Manufacture and distribution of gas | | | | | | | | | | |
| Earnings, hourly..... | average in dollars | | | | | | 1.261 | 1.126 | | +12.0 |
| weekly..... | average in dollars | | | | | | 53.12 | 47.13 | | +12.7 |
| Hours per wage earner..... | average per week | | | | | | 41.5 | 41.3 | | +0.5 |
| Generation and distribution of electricity | | | | | | | | | | |
| Earnings, hourly..... | average in dollars | | | | | | 1.395 | 1.277 | | +9.2 |
| weekly..... | average in dollars | | | | | | 60.94 | 54.84 | | +11.1 |
| Hours per wage earner..... | average per week | | | | | | 42.7 | 42.4 | | +0.7 |
| Class I railroads² | | | | | | | | | | |
| Earnings, hourly..... | average in dollars | | | 1.293 | 1.176 | 1.170 | 1.174 | 1.189 | +9.9 | +8.7 |
| weekly..... | average in dollars | | | 64.05 | 58.27 | 57.82 | 58.36 | 58.11 | +9.9 | +10.2 |
| "Real" weekly earnings..... | 1923=100 | | | 165.8 | 153.3 | 153.9 | 158.9 | 170.9 | +8.2 | -3.0 |
| Hours per wage earner..... | average per week | | | 49.5 | 49.6 | 49.4 | 49.7 | 48.9 | -0.2 | +1.2 |
| Agricultural wage rates per month³ (BAE) | | | | | | | | | | |
| With board..... | average in dollars | | 103.00 | | | 103.00 | | 96.40 | 0 | +6.8 |
| Without board..... | average in dollars | | 97.80 | | | 98.70 | | 91.40 | -0.9 | +7.0 |
| New York City metro. area, seventeen manufacturing industries | average in dollars | | 112.00 | | | 114.00 | | 104.00 | -1.8 | +7.7 |
| Earnings, hourly..... | average in dollars | 1.439 | r 1.438 | 1.401 | 1.389 | 1.378 | 1.384 | 1.286 | +0.1 | +11.9 |
| weekly..... | average in dollars | 58.42 | r 58.81 | 57.30 | 54.87 | 56.08 | 57.30 | 52.73 | -0.7 | +10.8 |
| Hours per production worker..... | average per week | 40.6 | 40.9 | 40.9 | 39.5 | 40.7 | 41.4 | 41.0 | -0.7 | -1.0 |

¹Changes in Agricultural Wage Rates are quarterly.

²Derived from Interstate Commerce Commission reports.

³As of first day of month.

pPreliminary

rRevised

Payroll Statistics in Manufacturing

BOTH the hourly and weekly earnings of production workers in twenty-five manufacturing industries reached new peak levels in November. Employment, man hours and payrolls also rose from October to November, but working hours and real weekly earnings declined slightly. Wage-rate increases averaging 0.3% for all workers were reported in the survey, with three industries showing increases amounting to more than 1% for all the workers in the industry.

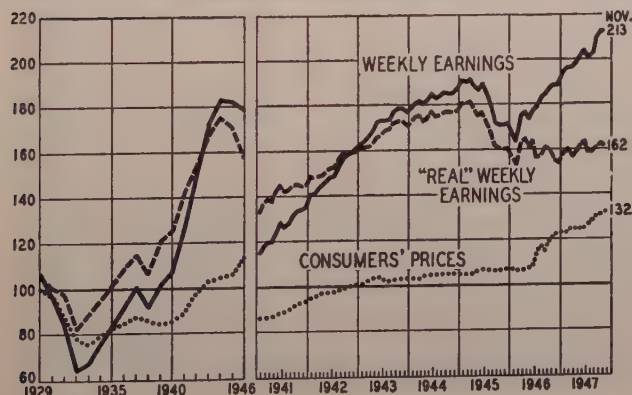
EARNINGS

An increase of 0.6% from the preceding month, the twenty-fifth consecutive monthly increase in the series, brought hourly earnings in November to \$1.395, a new peak level. This was the twenty-first successive month in which hourly earnings set a new high each month. The November average was 25.6% above the highest point reached during the war years. It was 12.2% greater than in November, 1946, and 83.8% above the average of January, 1941, the base date of the Little Steel formula. Eighteen industries had higher hourly earnings in November than in the preceding month, the increases ranging from 0.1% to 2.7%. The largest was in the iron and steel industry; and the largest decrease, 1.2%, was in the silk and rayon industry.

Weekly earnings also reached a new peak in November, rising 0.3% above the October average. While weekly earnings have risen in most of the months since the early part of 1946, they are now only 11.4% above the highest point they reached during the war, since they are dependent on working hours as well as

Average Weekly Earnings in 25 Manufacturing Industries

Source: THE CONFERENCE BOARD
Index Numbers, 1923 = 100



Wage-rate Increases and Workers Affected

Source: THE CONFERENCE BOARD

| Date | 25 Manufacturing Industries | |
|--------------------|-----------------------------|--------------------|
| | Production Workers Affected | Wage-rate Increase |
| 1946 November..... | 2.7% | 7.3% |
| December..... | 1.8 | 7.9 |
| 1947 January..... | 4.1 | 8.6 |
| February..... | 3.4 | 10.6 |
| March..... | 1.5 | 7.0 |
| April..... | 6.8 | 7.2 |
| May..... | 18.5 | 9.1 |
| June..... | 8.6 | 8.7 |
| July..... | 4.8 | 7.4 |
| August..... | 3.9 | 6.9 |
| September..... | 2.9 | 5.9 |
| October..... | 1.9 | 4.9 |
| November..... | 4.6 | 6.4 |

on hourly earnings. In the month during which weekly earnings touched their wartime high, the work week was 46.1 hours, and in November, 1947, it was 40.8 hours. Changes in weekly earnings for the separate industries from October to November ranged from a decrease of 3.7% to an increase of 4.6%.

There was a slight decrease over the month in real weekly earnings, the measure of actual earnings adjusted for changes in the consumers' price index in terms of 1923 dollars. While the November index of real earnings was greater than those of all but five of the months from October, 1945, through October, 1947, it was equal to or lower than during all the months between February, 1943, and September, 1945. Since August, 1939, the last month before the start of the war, real weekly earnings have risen 32.6%, while actual earnings have increased 108.1%.

HOURS AND MAN HOURS

Little change was shown in the length of the work week between October and November. Average hours for the twenty-five industries combined dropped 0.1 hour over the month and only five industries had changes greater than half an hour. Ten industries varied no more than 0.2 hour from October to November. The November average of 40.8 hours for the composite of the twenty-five industries was less than those of all the months from May, 1941, through December, 1945, although it was larger than all but three months since that period.

Total man hours were increased 0.3% over the month. While they have risen in most of the months since the end of 1945, they have not yet recovered the large losses during that year; the November index

EARNINGS, HOURS, EMPLOYMENT, PAYROLLS, PRODUCTION WORKERS, TWENTY-FIVE MANUFACTURING INDUSTRIES

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

| Date | Average Hourly Earnings | Average Weekly Earnings | Average Actual Hours per Week per Production Worker | Average Nominal Hours per Week per Production Worker | Index Numbers, 1923=100 | | | | | | | |
|--------------------|-------------------------------|-------------------------------|--|---|-------------------------|-------|-----------------|-------|---|-----------------|-----------------------|----------|
| | | | | | Hourly Earnings | | Weekly Earnings | | Actual Hours per Week per Production Worker | Employ- ment | Total Man Hours | Payrolls |
| | | | | | Actual | Real | Actual | Real | | | | |
| 1946 November..... | \$1.243 | \$50.14 | 40.4 | 41.0 | 229.8 | 189.3 | 188.4 | 155.2 | 82.1 | 125.8 | 103.3 | 237.0 |
| December..... | 1.247 | 50.23 | 40.4 | 41.0 | 230.5 | 187.1 | 188.8 | 153.2 | 82.1 | 126.1 | 103.5 | 238.1 |
| 1947 January..... | 1.268 | 51.62 | 40.8 | 41.0 | 234.4 | 190.6 | 194.0 | 157.7 | 82.9 | 127.1 | 105.4 | 246.6 |
| February..... | 1.279 | 52.10 | 40.8 | 41.0 | 236.4 | 192.7 | 195.8 | 159.6 | 82.9 | 128.8 | 106.8 | 252.2 |
| March..... | 1.285 | 52.10 | 40.6 | 41.0 | 237.5 | 190.2 | 195.8 | 156.8 | 82.5 | 128.8 | 106.3 | 252.2 |
| April..... | 1.304 | 52.79 | 40.5 | 41.0 | 241.0 | 193.1 | 198.4 | 159.0 | 82.3 | 128.6 | 105.8 | 255.1 |
| May..... | 1.329 | 53.65 | 40.4 | 41.0 | 245.7 | 197.2 | 201.6 | 161.8 | 82.1 | 127.9 | 105.0 | 257.8 |
| June..... | 1.347 | 54.25 | 40.3 | 41.0 | 249.0 | 198.6 | 203.9 | 162.6 | 81.9 | 127.4 | 104.3 | 259.8 |
| July..... | 1.354 | 53.61 | 39.7 | 40.9 | 250.3 | 197.7 | 201.5 | 159.2 | 80.7 | 125.5 | 101.3 | 252.9 |
| August..... | 1.367 | 54.29 | 39.7 | 40.8 | 252.7 | 197.1 | 204.0 | 159.1 | 80.7 | 126.2 | 101.8 | 257.4 |
| September..... | 1.383 | 55.96 | 40.5 | 40.8 | 255.6 | 196.3 | 210.3 | 161.5 | 82.3 | 127.6 | 105.0 | 268.3 |
| October..... | 1.386 | 56.60 _r | 40.9 _r | 40.9 | 256.2 | 195.7 | 212.7 | 162.5 | 83.1 _r | 127.9 | 106.3 _r | 272.0 |
| November..... | 1.395 | 56.78 | 40.8 | 40.9 | 257.9 | 195.7 | 213.4 | 161.9 | 82.9 | 128.6 | 106.6 | 274.4 |

See footnotes on page 37

_rRevised.

EARNINGS AND HOURS, PRODUCTION WORKERS, NOVEMBER, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

| INDUSTRY | Average Earnings in Dollars | | | | Average Hours per Week per Production Worker | | | |
|---|-----------------------------|--------------------|--------|--------------------|--|-------------------|---------|------|
| | Hourly | | Weekly | | Actual | | Nominal | |
| | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. |
| | | | | | | | | |
| Agricultural implement..... | 1.435 | 1.447 | 57.44 | 58.79 | 40.0 | 40.6 | 40.1 | 40.4 |
| Automobile ¹ | 1.572 | 1.550 | 61.40 | 61.10 _r | 39.1 | 39.4 | 40.5 | 40.5 |
| Boot and shoe..... | 1.075 | 1.055 | 42.47 | 41.82 | 39.5 | 39.6 | 40.3 | 40.6 |
| Chemical..... | 1.436 | 1.429 | 56.84 | 55.92 | 39.6 | 39.1 | 40.3 | 40.4 |
| Rayon producing ² | 1.238 | 1.232 _r | 47.73 | 47.51 _r | 38.6 | 38.6 _r | 40.2 | 40.2 |
| Cotton—North..... | 1.131 | 1.135 | 46.55 | 46.42 | 41.1 | 40.9 | 42.0 | 42.1 |
| Electrical manufacturing..... | 1.420 | 1.415 | 58.43 | 58.10 | 41.2 | 41.1 | 40.3 | 40.3 |
| Furniture ³ | 1.361 | 1.348 | 57.80 | 56.85 | 42.5 | 42.2 | 41.8 | 41.6 |
| Hosiery and knit goods..... | 1.147 | 1.136 | 46.26 | 45.37 | 40.3 | 39.9 | 41.2 | 41.2 |
| Iron and steel ⁴ | 1.587 | 1.546 | 60.46 | 62.77 | 38.1 | 40.6 | 40.3 | 40.6 |
| Leather tanning and finishing..... | 1.331 | 1.322 | 55.20 | 54.82 | 41.5 | 41.5 | 42.0 | 42.2 |
| Lumber and millwork..... | 1.464 | 1.457 | 62.72 | 61.24 | 42.8 | 42.0 | 41.7 | 41.5 |
| Meat packing..... | 1.269 | 1.263 _r | 57.41 | 54.88 _r | 45.2 | 43.5 _r | 40.5 | 40.5 |
| Paint and varnish..... | 1.367 | 1.349 | 56.71 | 55.86 | 41.5 | 41.4 | 41.8 | 41.6 |
| Paper and pulp..... | 1.296 | 1.287 | 57.45 | 56.59 | 44.3 | 44.0 | 41.6 | 41.6 |
| Paper products..... | 1.212 | 1.198 _r | 50.96 | 50.11 _r | 42.0 | 41.8 | 42.4 | 42.3 |
| Printing—book and job..... | 1.548 | 1.538 | 63.55 | 64.64 | 41.0 | 42.3 | 41.1 | 41.3 |
| Printing—news and magazine..... | 1.775 | 1.774 | 71.57 | 71.98 | 40.3 | 40.6 | 39.8 | 39.9 |
| Rubber..... | 1.555 | 1.562 | 60.40 | 61.28 | 38.8 | 39.2 | 38.1 | 38.4 |
| 1. Rubber tires and tubes..... | 1.711 | 1.724 | 65.34 | 66.78 | 38.2 | 38.7 | 37.5 | 37.8 |
| 2. Other rubber products..... | 1.291 | 1.286 | 51.63 | 51.59 | 40.0 | 40.1 | 39.2 | 39.5 |
| Silk and rayon..... | 1.205 | 1.220 | 49.29 | 50.57 | 40.9 | 41.4 | 40.7 | 40.7 |
| Wool..... | 1.262 | 1.258 | 52.34 | 51.83 | 41.5 | 41.2 | 41.5 | 41.3 |
| 1. Woolen and worsted goods..... | 1.230 | 1.221 | 51.40 | 50.44 | 41.8 | 41.3 | 42.1 | 41.7 |
| 2. Other woolen products ⁵ | 1.306 | 1.309 | 53.62 | 53.73 | 41.0 | 41.1 | 40.6 | 40.6 |
| Foundries and machine shops..... | 1.410 | 1.410 | 57.33 | 57.24 | 40.7 | 40.6 | 40.9 | 40.9 |
| 1. Foundries..... | 1.427 | 1.425 | 57.63 | 57.66 | 40.4 | 40.5 | 40.5 | 40.5 |
| 2. Machines and machine tools..... | 1.396 | 1.398 | 57.81 | 57.71 | 41.4 | 41.3 | 41.1 | 41.0 |
| 3. Heavy equipment..... | 1.456 | 1.460 | 61.05 | 61.14 | 41.9 | 41.9 | 41.5 | 41.5 |
| 4. Hardware and small parts..... | 1.328 | 1.323 | 53.41 | 52.66 | 40.2 | 39.8 | 40.6 | 40.6 |
| 5. Other products..... | 1.416 | 1.416 | 56.29 | 56.34 | 39.8 | 39.8 | 40.7 | 40.7 |
| 25 INDUSTRIES..... | 1.395 | 1.386 | 56.78 | 56.60 _r | 40.8 | 40.9 _r | 40.9 | 40.9 |
| Cement..... | 1.263 | 1.223 | 53.66 | 49.03 | 42.5 | 40.1 | 40.0 | 40.0 |
| Petroleum refining..... | 1.667 | 1.662 | 67.41 | 65.86 | 40.4 | 39.6 | 40.2 | 40.2 |
| 27 INDUSTRIES..... | 1.397 | 1.388 | 56.89 | 56.67 _r | 40.8 | 40.8 | 40.9 | 40.9 |
| Aircraft..... | 1.427 | 1.421 | 56.83 | 56.86 | 39.8 | 40.0 | 40.1 | 40.2 |
| Shipbuilding..... | 1.494 | 1.489 | 58.26 | 58.69 | 39.0 | 39.4 | 40.2 | 40.2 |

See footnotes on page 37.

was 17.4% lower than that of January, 1945. From the peak for the series, at the end of 1943, to November, 1947, the decrease was 25.2%.

EMPLOYMENT

Employment rose 0.5% in November, the fourth consecutive monthly increase. These increases offset the declines of the earlier months of 1947, and left the November index 2.2% above that of November, 1946. It was still 16.6% below its peak, which was reached in October and November, 1943, during the war, but was 50.4% greater than in August, 1939. Nine industries reported lower employment in November than in October, with only two decreases greater than 0.5%. The other sixteen industries increased their employment by amounts ranging from 0.2% to 2.8%, eight of the increases being greater than 1%. The meat-packing industry had the largest rise.

PAYROLLS

Payrolls have been increased in eighteen of the twenty-three months since the beginning of 1946. Most of the losses during the last months of the war and those immediately after V-J day have been recovered, and the November index of 274.4

(1923=100) was only 0.5% below the highest payrolls ever reported in these industries, those of November, 1943. It was 0.9% above that of October, and 15.8% more than in November, 1946. Since August, 1939, payrolls have been increased 212.9%.

CEMENT

Hourly earnings of the workers in cement plants rose 3.3% from October to November, mostly because the work week was increased from 40.1 hours to 42.5 hours, or 6.0%, with the consequent increase in the premium pay for overtime work. Weekly earnings rose 9.4%. Both labor groups worked longer hours in November than in October, and the hourly earnings of the skilled men rose over the month.

PETROLEUM

Hourly earnings of the men employed in petroleum refineries reached a new peak level in November for the third consecutive month. Their average earnings of \$1.667 in November were 0.3% greater than in the preceding month. The work week was lengthened from slightly under forty hours to slightly over forty a week. The hourly earnings and working hours of both the unskilled and the skilled workers were in-

EARNINGS, EMPLOYMENT, MAN HOURS, AND PAYROLLS, PRODUCTION WORKERS, NOVEMBER, 1947

Index Numbers, 1923=100

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

| INDUSTRY | Average Earnings | | | | | | Employment | | Total Man Hours Worked | | Payrolls | |
|------------------------------------|------------------|--------------------|--------|--------------------|-------|--------------------|------------|--------------------|------------------------|--------------------|----------|--------------------|
| | Hourly, Actual | | Weekly | | | | | | | | | |
| | | | Actual | | Real | | | | | | | |
| | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. |
| Agricultural implement..... | 258.1 | 260.3 | 208.8 | 213.7 | 158.4 | 163.3 | 191.4 | 199.6 | 154.7 | 163.7 | 399.6 | 426.5 |
| Automobile ¹ | 248.7 | 245.3 | 203.7 | 202.7 _r | 154.6 | 154.9 _r | 137.2 | 135.1 | 112.5 | 111.6 | 279.5 | 273.8 _r |
| Boot and shoe..... | 204.8 | 201.0 | 176.1 | 173.4 | 133.6 | 132.5 | 105.8 | 105.1 | 91.1 | 90.7 | 186.3 | 182.2 |
| Chemical..... | 282.7 | 281.3 | 220.7 | 217.1 | 167.5 | 165.9 | 202.6 | 202.7 | 158.6 | 156.7 | 447.1 | 440.1 |
| Cotton—North..... | 254.2 | 255.1 | 219.2 | 218.5 | 166.3 | 166.9 | 42.8 | 42.2 | 36.8 | 36.1 | 93.8 | 92.2 |
| Electrical manufacturing..... | 250.0 | 249.1 | 215.7 | 214.5 | 163.7 | 163.9 | 276.2 | 272.8 | 238.1 | 234.6 | 595.8 | 585.2 |
| Furniture ² | 263.2 | 260.7 | 231.8 | 227.9 | 175.9 | 174.1 | 140.5 | 139.5 | 123.9 | 122.2 | 325.7 | 317.9 |
| Hosiery and knit goods..... | 300.3 | 297.4 | 261.8 | 256.8 | 198.6 | 196.2 | 94.6 | 93.2 _r | 82.3 | 80.3 _r | 247.7 | 239.3 _r |
| Iron and steel ⁴ | 266.3 | 259.4 | 176.7 | 183.4 | 134.1 | 140.1 | 128.0 | 127.0 | 84.5 | 89.4 | 226.2 | 232.9 |
| Leather tanning and finishing..... | 273.9 | 272.0 | 238.3 | 236.7 | 180.8 | 180.8 | 75.3 | 75.7 | 65.7 | 66.0 | 179.4 | 179.2 |
| Lumber and millwork..... | 309.5 | 308.0 | 267.8 | 261.5 | 203.2 | 199.8 | 55.8 | 55.9 | 48.3 | 47.4 | 149.4 | 146.2 |
| Meat packing..... | 268.3 | 267.0 _r | 243.9 | 233.1 _r | 185.1 | 178.1 _r | 109.9 | 106.9 _r | 99.9 | 93.5 _r | 268.0 | 249.2 _r |
| Paint and varnish..... | 242.8 | 239.6 | 216.0 | 212.8 | 163.9 | 162.6 | 173.1 | 172.8 | 153.9 | 153.3 | 373.9 | 367.7 |
| Paper and pulp..... | 257.1 | 255.4 | 220.3 | 217.0 | 167.1 | 165.8 | 148.2 | 148.6 | 126.7 | 126.2 | 326.5 | 322.5 |
| Paper products..... | 265.2 | 262.1 _r | 228.0 | 224.2 _r | 173.0 | 171.3 _r | 196.3 | 193.2 _r | 169.6 | 166.2 _r | 447.6 | 433.2 _r |
| Printing—book and job..... | 237.1 | 234.0 | 212.2 | 215.8 | 161.0 | 164.9 | 159.0 | 159.2 | 142.0 | 146.8 | 337.4 | 343.6 |
| Printing—news and magazine..... | 256.1 | 256.0 | 229.2 | 230.5 | 173.9 | 176.1 | 153.5 | 152.4 | 137.5 | 137.5 | 351.8 | 351.3 |
| Rubber..... | 248.4 | 249.5 | 215.5 | 218.6 | 163.5 | 167.0 | 140.0 | 139.2 | 121.2 | 121.8 | 301.7 | 304.3 |
| Silk and rayon..... | 242.9 | 246.0 | 214.0 | 219.6 | 162.4 | 167.8 | 93.9 | 92.8 | 82.6 | 82.6 | 200.9 | 203.8 |
| Wool..... | 249.9 | 249.1 | 218.4 | 216.2 | 165.7 | 165.2 | 86.8 | 85.5 | 75.9 | 74.1 | 189.6 | 184.9 |
| Foundries and machine shops..... | 246.1 | 246.1 | 202.1 | 201.8 | 153.3 | 154.2 | 140.4 | 140.4 | 115.3 | 115.0 | 283.7 | 283.3 |
| 1. Foundries..... | 241.9 | 241.5 | 194.6 | 194.7 | 147.6 | 148.7 | 157.8 | 158.3 | 127.0 | 127.7 | 307.1 | 308.2 |
| 2. Machines and machine tools..... | 254.3 | 254.6 | 211.8 | 211.4 | 160.7 | 161.5 | 137.2 | 138.0 | 114.0 | 114.4 | 290.6 | 291.7 |
| 3. Heavy equipment..... | 217.3 | 217.9 | 184.9 | 185.2 | 140.3 | 141.5 | 111.0 | 110.8 | 94.4 | 94.2 | 205.2 | 205.2 |
| 4. Hardware and small parts..... | 259.4 | 258.4 | 215.3 | 212.3 | 163.4 | 162.2 | 142.6 | 142.7 | 118.2 | 117.2 | 307.0 | 303.0 |
| 5. Other products..... | 252.9 | 252.9 | 206.0 | 206.1 | 156.3 | 157.4 | 145.7 | 145.2 | 118.9 | 118.5 | 300.1 | 299.3 |
| 25 INDUSTRIES..... | 257.9 | 256.2 | 213.4 | 212.7 | 161.9 | 162.5 | 128.6 | 127.9 | 106.6 | 106.3 _r | 274.4 | 272.0 |

NOTE: No basic 1923 data are available, hence no indexes are given for the following: Rayon producing, rubber tires and tubes, other rubber products, woolen and worsted goods, other woolen products, cement, petroleum refining, "27 industries," aircraft and shipbuilding.
See footnotes on page 37.

EARNINGS AND HOURS, MALE AND FEMALE PRODUCTION WORKERS, NOVEMBER, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

| INDUSTRY | All Male | | | | | | Female | | | | | |
|---|-----------------------------|--------------------|--------|--------------------|--|-------------------|-----------------------------|--------------------|--------|--------------------|--|-------------------|
| | Average Earnings in Dollars | | | | Average Hours per Week per Production Worker | | Average Earnings in Dollars | | | | Average Hours per Week per Production Worker | |
| | Hourly | | Weekly | | | | Hourly | | Weekly | | | |
| | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. | Nov. | Oct. |
| Agricultural implement..... | 1.441 | 1.453 | 57.74 | 59.10 | 40.1 | 40.7 | 1.264 | 1.278 | 49.32 | 50.53 | 39.0 | 39.5 |
| Automobile ¹ | 1.596 | 1.574 | 62.53 | 62.33 _r | 39.2 | 39.6 _r | 1.354 | 1.325 | 51.43 | 50.23 _r | 38.0 | 37.9 |
| Boot and shoe..... | 1.213 | 1.192 | 48.63 | 47.91 | 40.1 | 40.2 | .929 | .912 | 36.17 | 35.63 | 38.9 | 39.1 |
| Chemical..... | 1.497 | 1.490 | 59.66 | 58.65 | 39.8 | 39.3 | 1.046 | 1.044 | 39.80 | 39.46 | 38.0 | 37.8 |
| Rayon producing ² | 1.288 | 1.284 | 50.40 | 50.13 _r | 39.1 | 39.1 _r | 1.075 | 1.067 _r | 39.58 | 39.58 _r | 36.8 | 37.1 _r |
| Cotton—North..... | 1.197 | 1.199 | 51.04 | 50.75 | 42.6 | 42.3 | 1.030 | 1.032 | 40.23 | 40.12 | 39.1 | 38.9 |
| Electrical manufacturing..... | 1.508 | 1.503 | 63.28 | 62.83 | 42.0 | 41.8 | 1.169 | 1.167 | 45.60 | 45.73 | 39.0 | 39.2 |
| Furniture ³ | 1.399 | 1.384 | 59.78 | 58.70 | 42.7 | 42.4 | 1.073 | 1.072 | 43.64 | 43.48 | 40.7 | 40.5 |
| Hosiery and knit goods..... | 1.552 | 1.537 | 64.42 | 63.69 | 41.5 | 41.4 | .939 | .933 | 37.29 | 36.58 | 39.7 | 39.2 |
| Iron and steel ⁴ | 1.592 | 1.551 | 60.70 | 63.01 | 38.1 | 40.6 | 1.198 | 1.164 | 43.98 | 45.29 | 36.7 | 38.9 |
| Leather tanning and finishing..... | 1.358 | 1.350 | 57.22 | 56.94 | 42.1 | 42.2 | 1.143 | 1.131 | 42.87 | 42.11 | 37.5 | 37.2 |
| Lumber and millwork..... | 1.480 | 1.474 | 63.56 | 62.05 | 42.9 | 42.1 | 1.076 | 1.051 | 43.25 | 42.56 | 40.2 | 40.5 |
| Meat packing..... | 1.305 | 1.298 _r | 60.15 | 57.36 _r | 46.1 | 44.2 _r | 1.096 | 1.087 _r | 45.54 | 43.59 _r | 41.6 | 40.1 _r |
| Paint and varnish..... | 1.386 | 1.369 | 57.65 | 56.87 | 41.6 | 41.5 | 1.045 | 1.020 | 41.95 | 40.22 | 40.1 | 39.4 |
| Paper and pulp..... | 1.315 | 1.306 | 58.65 | 57.78 | 44.6 | 44.2 | .965 | .954 | 38.85 | 38.03 | 40.3 | 39.9 |
| Paper products..... | 1.316 | 1.300 _r | 57.04 | 55.96 _r | 43.4 | 43.1 _r | .948 | .938 _r | 36.99 | 36.51 _r | 39.0 | 38.9 |
| Printing—book and job..... | 1.751 | 1.736 | 74.92 | 75.97 | 42.8 | 43.8 | 1.036 | 1.034 | 38.57 | 40.52 | 37.2 | 39.2 |
| Printing—news and magazine..... | 1.883 | 1.879 | 76.52 | 76.94 | 40.6 | 40.9 | 1.101 | 1.097 | 42.41 | 42.10 | 38.5 | 38.4 |
| Rubber..... | 1.666 | 1.675 | 65.25 | 66.19 | 39.2 | 39.5 | 1.157 | 1.159 | 43.61 | 44.35 | 37.7 | 38.3 |
| 1. Rubber tires and tubes..... | 1.765 | 1.780 | 68.00 | 69.55 | 38.5 | 39.1 | 1.358 | 1.361 | 49.07 | 49.88 | 36.1 | 36.7 |
| 2. Other rubber products..... | 1.438 | 1.431 | 58.55 | 58.09 | 40.7 | 40.6 | 1.031 | 1.034 | 39.94 | 40.69 | 38.7 | 39.3 |
| Silk and rayon..... | 1.285 | 1.304 | 53.79 | 55.31 | 41.9 | 42.4 | 1.008 | 1.004 | 38.95 | 39.26 | 38.7 | 39.1 |
| Wool..... | 1.328 | 1.325 | 56.46 | 56.08 | 42.5 | 42.3 | 1.139 | 1.133 | 45.22 | 44.47 | 39.7 | 39.2 |
| 1. Woolen and worsted goods..... | 1.288 | 1.280 | 55.26 | 54.50 | 42.9 | 42.6 | 1.146 | 1.134 | 46.11 | 44.88 | 40.3 | 39.6 |
| 2. Other woolen products ⁵ | 1.374 | 1.375 | 57.79 | 57.86 | 42.1 | 42.1 | 1.127 | 1.131 | 45.47 | 43.64 | 38.6 | 38.6 |
| Foundries and machine shops..... | 1.438 | 1.438 | 58.86 | 58.77 | 40.9 | 40.9 | 1.126 | 1.127 | 43.22 | 42.97 | 38.4 | 38.1 |
| 1. Foundries..... | 1.434 | 1.432 | 58.00 | 58.05 | 40.5 | 40.5 | 1.186 | 1.181 | 45.21 | 44.83 | 38.1 | 38.0 |
| 2. Machines and machine tools..... | 1.411 | 1.411 | 58.67 | 58.57 | 41.6 | 41.5 | 1.134 | 1.147 | 43.65 | 43.04 | 38.5 | 37.5 |
| 3. Heavy equipment..... | 1.465 | 1.468 | 61.52 | 61.58 | 42.0 | 41.9 | 1.123 | 1.146 | 44.90 | 45.14 | 40.0 | 39.4 |
| 4. Hardware and small parts..... | 1.379 | 1.373 | 56.12 | 55.20 | 40.7 | 40.2 | 1.064 | 1.062 | 40.24 | 40.05 | 37.8 | 37.7 |
| 5. Other products..... | 1.461 | 1.461 | 58.45 | 58.57 | 40.0 | 40.1 | 1.154 | 1.151 | 44.34 | 44.06 | 38.4 | 38.3 |
| 25 INDUSTRIES..... | 1.469 | 1.459 _r | 60.37 | 60.20 _r | 41.2 | 41.3 | 1.048 | 1.042 | 40.88 | 40.58 _r | 39.0 | 38.9 |
| Cement..... | 1.263 | 1.223 | 53.66 | 49.03 | 42.5 | 40.1 | | | | | | |
| Petroleum refining..... | 1.667 | 1.662 | 67.41 | 65.86 | 40.4 | 39.6 | | | | | | |
| 27 INDUSTRIES..... | 1.470 | 1.461 | 60.42 | 60.19 _r | 41.2 | 41.3 _r | | | | | | |
| Aircraft..... | 1.452 | 1.444 | 58.07 | 58.06 | 40.0 | 40.2 | 1.226 | 1.232 | 47.27 | 47.68 | 38.6 | 38.7 |
| Shipbuilding..... | 1.496 | 1.491 | 58.36 | 58.83 | 39.0 | 39.5 | 1.067 | 1.081 | 39.86 | 38.52 | 37.3 | 35.6 |

See footnotes on page 37.

creased from October to November. Of course, the weekly earnings of both groups also rose.

AIRCRAFT

Employment in aircraft plants increased 1.6% in November, and the proportion of skilled male workers rose from 86.5% in October to 86.9% in the next month. None of the averages in this industry showed any great change. Working hours were slightly shorter for all groups, and both the skilled and unskilled men increased their average hourly earnings a little. The hourly earnings of the women workers declined somewhat. Weekly earnings remained practically unchanged in all three groups. For all workers combined, hourly earnings rose 0.4%, hours declined 0.2 hour, and weekly earnings dropped 3 cents.

SHIPBUILDING

The largest proportion of shipyard workers has always been in the skilled male class. In October,

87.8% of the total were in this group and in November the proportion increased to 88.5%. The number of women shipyard workers has become negligible—0.6% of the total in November. The hourly earnings of all workers combined rose very slightly and their working hours declined fractionally, in line with the changes in the averages of the skilled men. Weekly earnings were slightly lower in November than in the preceding month.

LABOR STATISTICS IN NOVEMBER

Hourly earnings in November were 0.6% higher than in October and 12.2% more than in November, 1946. They have risen 136.4% since 1929.

Weekly earnings rose 0.3% from October to November. Since last November they have been increased 13.2%, and since 1929, 98.9%.

Real weekly earnings were 0.4% lower in November than in October. They were 4.3% higher than November, 1946, and 51.0% greater than in 1929.

EARNINGS AND HOURS, UNSKILLED AND SKILLED AND SEMI-SKILLED MALE PRODUCTION WORKERS, NOVEMBER, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

| INDUSTRY | Unskilled | | | | | | Skilled and Semi-Skilled | | | | | |
|---|-----------------------------|--------------------|--------|--------------------|--|-------------------|-----------------------------|--------------------|--------|--------------------|--|-------------------|
| | Average Earnings in Dollars | | | | Average Hours per Week per Production Worker | | Average Earnings in Dollars | | | | Average Hours per Week per Production Worker | |
| | Hourly | | Weekly | | Nov. | Oct. | Hourly | | Weekly | | Nov. | Oct. |
| | Nov. | Oct. | Nov. | Oct. | | | Nov. | Oct. | Nov. | Oct. | | |
| Agricultural implement..... | 1.233 | 1.253 | 47.38 | 50.40 | 38.7 | 40.2 | 1.478 | 1.489 | 59.55 | 60.68 | 40.3 | 40.7 |
| Automobile ¹ | 1.340 | 1.325 | 53.01 | 52.60 _r | 39.5 | 39.7 _r | 1.624 | 1.603 | 63.57 | 63.45 _r | 39.1 | 39.6 _r |
| Boot and shoe..... | .663 | .657 | 27.45 | 26.91 | 41.4 | 41.0 | 1.235 | 1.214 | 49.46 | 48.74 | 40.0 | 40.2 |
| Chemical..... | 1.244 | 1.239 | 50.14 | 49.66 | 40.3 | 40.1 | 1.563 | 1.556 | 62.08 | 60.92 | 39.7 | 39.2 |
| Rayon producing ² | 1.037 | 1.035 _r | 39.92 | 39.93 _r | 38.5 | 38.6 _r | 1.320 | 1.316 | 51.75 | 51.47 _r | 39.2 | 39.1 _r |
| Cotton—North..... | 1.120 | 1.115 | 46.91 | 46.07 | 41.9 | 41.3 | 1.227 | 1.231 | 52.66 | 52.58 | 42.9 | 42.7 |
| Electrical manufacturing..... | 1.236 | 1.241 | 50.03 | 51.51 | 40.5 | 41.5 | 1.546 | 1.541 | 65.20 | 64.48 | 42.2 | 41.8 |
| Furniture ³ | 1.027 | 1.029 | 42.67 | 42.87 | 41.5 | 41.7 | 1.431 | 1.412 | 61.27 | 59.98 | 42.8 | 42.5 |
| Hosiery and knit goods..... | 1.055 | 1.059 | 48.61 | 48.36 | 46.1 | 45.7 | 1.604 | 1.588 | 65.90 | 65.15 | 41.1 | 41.0 |
| Iron and steel ⁴ | 1.278 | 1.250 | 45.96 | 47.32 | 36.0 | 37.9 | 1.662 | 1.616 | 64.22 | 66.71 | 38.6 | 41.3 |
| Leather tanning and finishing..... | 1.133 | 1.152 | 47.64 | 49.78 | 42.1 | 43.2 | 1.396 | 1.385 | 58.86 | 58.16 | 42.2 | 42.0 |
| Lumber and millwork..... | 1.138 | 1.119 | 48.98 | 48.06 | 43.0 | 42.9 | 1.593 | 1.595 | 68.38 | 66.74 | 42.9 | 41.8 |
| Meat packing..... | 1.154 | 1.149 _r | 52.23 | 49.00 _r | 45.2 | 42.7 _r | 1.364 | 1.358 _r | 63.38 | 60.88 _r | 46.4 | 44.9 _r |
| Paint and varnish..... | 1.178 | 1.171 | 49.47 | 49.39 | 42.0 | 42.2 | 1.457 | 1.435 | 60.41 | 59.32 | 41.4 | 41.3 |
| Paper and pulp..... | 1.147 | 1.134 | 49.78 | 48.65 | 43.4 | 42.9 | 1.387 | 1.379 | 62.55 | 61.81 | 45.1 | 44.8 |
| Paper products..... | 1.080 | 1.064 _r | 45.93 | 44.19 _r | 42.5 | 41.5 _r | 1.397 | 1.378 _r | 60.99 | 60.06 _r | 43.6 | 43.6 |
| Printing—book and job..... | 1.211 | 1.191 | 51.64 | 52.43 | 42.6 | 44.0 | 1.952 | 1.942 | 83.64 | 84.82 | 42.8 | 43.7 |
| Printing—news and magazine..... | 1.328 | 1.327 | 51.30 | 50.93 | 38.6 | 38.4 | 2.049 | 2.042 | 84.56 | 85.29 | 41.3 | 41.8 |
| Rubber..... | 1.351 | 1.334 | 52.28 | 54.81 | 38.7 | 39.6 | 1.674 | 1.683 | 65.59 | 66.48 | 39.2 | 39.5 |
| 1. Rubber tires and tubes..... | 1.427 | 1.465 | 53.80 | 56.26 | 37.7 | 38.4 | 1.774 | 1.788 | 68.42 | 69.92 | 38.6 | 39.1 |
| 2. Other rubber products..... | 1.079 | 1.085 | 46.35 | 48.18 | 43.0 | 44.4 | 1.447 | 1.440 | 58.84 | 58.32 | 40.7 | 40.5 |
| Wool..... | 1.175 | 1.166 | 50.48 | 50.08 | 43.0 | 42.9 | 1.403 | 1.401 | 59.33 | 58.94 | 42.3 | 42.1 |
| 1. Woolen and worsted goods..... | 1.173 | 1.168 | 50.28 | 50.12 | 42.9 | 42.9 | 1.354 | 1.347 | 58.14 | 57.04 | 42.9 | 42.4 |
| 2. Other woolen products ⁵ | 1.177 | 1.165 | 50.77 | 50.02 | 43.1 | 43.0 | 1.452 | 1.456 | 60.49 | 60.78 | 41.7 | 41.8 |
| Foundries and machine shops..... | 1.239 | 1.232 | 50.62 | 50.38 | 40.8 | 40.9 | 1.477 | 1.478 | 60.47 | 60.37 | 40.9 | 40.9 |
| 1. Foundries..... | 1.254 | 1.254 | 51.16 | 52.39 | 40.8 | 41.8 | 1.496 | 1.495 | 60.34 | 59.98 | 40.3 | 40.1 |
| 2. Machines and machine tools..... | 1.185 | 1.182 | 49.88 | 49.92 | 42.1 | 42.2 | 1.442 | 1.443 | 59.87 | 59.74 | 41.5 | 41.4 |
| 3. Heavy equipment..... | 1.214 | 1.211 | 51.05 | 50.14 | 42.0 | 41.4 | 1.500 | 1.504 | 63.00 | 63.23 | 42.0 | 42.0 |
| 4. Hardware and small parts..... | 1.218 | 1.210 | 49.96 | 49.22 | 41.0 | 40.7 | 1.426 | 1.414 | 57.88 | 56.67 | 40.6 | 40.1 |
| 5. Other products..... | 1.234 | 1.266 | 50.78 | 50.23 | 39.5 | 39.7 | 1.494 | 1.498 | 59.89 | 60.15 | 40.1 | 40.1 |
| 24 INDUSTRIES ⁶ | 1.199 | 1.188 _r | 49.22 | 48.96 _r | 41.1 | 41.3 | 1.533 | 1.523 _r | 63.01 | 62.86 _r | 41.1 | 41.3 |
| Cement..... | 1.061 | 1.064 | 42.49 | 40.11 | 40.1 | 37.7 | 1.282 | 1.239 | 54.79 | 50.03 | 42.7 | 40.4 |
| Petroleum refining..... | 1.282 | 1.268 | 52.17 | 51.02 | 40.7 | 40.3 | 1.707 | 1.703 | 69.00 | 67.38 | 40.4 | 39.6 |
| 26 INDUSTRIES ⁶ | 1.198 | 1.188 _r | 49.19 | 48.91 | 41.1 | 41.2 | 1.534 | 1.524 _r | 63.05 | 62.84 _r | 41.1 | 41.3 _r |
| Aircraft..... | 1.197 | 1.187 | 48.48 | 48.43 | 40.5 | 40.8 | 1.452 | 1.452 | 58.29 | 58.33 | 40.0 | 40.2 |
| Shipbuilding..... | 1.153 | 1.155 | 43.20 | 43.27 | 37.5 | 37.5 | 1.537 | 1.533 | 60.25 | 60.88 | 39.2 | 39.7 |

NOTE: The wage data here given are for cash payments only and do not take into consideration the value of such wage equivalents as reduced or free house rents or other special services rendered by the company to employees. Various forms of wage equivalents are in use in industrial establishments in many localities, but the part which they play as compensation for work performed cannot be taken into account in a study of this character.

¹Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

²Based on data collected by the Textile Economics Bureau, Inc. and THE CONFERENCE BOARD.

³Includes wood, metal, and upholstered household and office furniture.

⁴Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

⁵Principally rugs.

⁶Silk and rayon industry not included, as adequate data for unskilled and skilled groups are not available for this industry.

_rRevised.

Hours per week were cut 0.2% over the month but increased 1.0% over the year. Since 1929, they have been decreased 15.5%.

Employment in November was 0.5% greater than in October and 2.2% more than last November. It was 27.3% above the 1929 average.

Man hours were increased 0.3% between October

and November and 3.2% since the previous November. Since 1929, they have risen 7.5%.

Payrolls were 0.9% greater in November than in October. They have been expanded 15.8% since November, 1946, and 153.1% since 1929.

ELIZABETH P. ALLISON
Statistical Division

Labor Press Highlights¹

CIO's Three Methods of Measuring Profits

There are three methods of measuring corporate profits according to the *CIO Economic Outlook*: (1) profits as a percentage of sales; (2) profits as a percentage of added value; and (3) profits as a percentage of return on net worth. To point out the difference that the method used makes, they show that in one company these were respectively 2.6%, 17.0% and 15.7%. The CIO's official publication states that "any profits figure when related to total sales is very misleading."

Upholsterer's Union Enters Housing Business

A \$500,000 rental housing project has been authorized by fourteen top leaders of the Upholsterer's International Union, AFL. The *AFL Weekly News Service* says that the union expects the construction of such apartments to create public good will as well as be a sound investment for future income.

Labor Leaders Study at Harvard

Eight "labor fellows" are studying at Harvard for a nine-month period. They are not required to pass a single course, but must prove ability to serve as union officers. Their courses in such subjects as labor law and human relations are paid for jointly by the university and the various labor unions. *The Labor Forum* (Evansville Industrial Central Labor Union—AFL.)

Urge Antilabor Law Repeal

Restrictive state labor legislation was the target of severe criticism from nearly 200 labor commissioners and trade union representatives from forty-three states meeting at the fourteenth annual conference on labor legislation held in Washington under the auspices of the Labor Department, according to *Labor* (railroad brotherhoods—-independent). They urged repeal of all such laws and went on record as opposing further enactment of any antilabor curbs.

AFL Freezes Czech Labor Fund

AFL union officials have taken steps to stop payment of an estimated \$160,000 fund raised by American workers to aid Czechoslovakian trade unions, according to the *Fox Valley Labor News* (Aurora, Ill., building construction and trades councils—AFL). This money was originally raised to help the Czech resistance movement during the war. The publication says payment was stopped because they feared the money would fall into the hands of the communists.

¹From the December, 1947, and January, 1948, labor press.

Says Taft-Hartley Act Protects Communists

In the *Knoxville Labor News* (AFL), Joseph M. Jacobs, a labor attorney of Chicago, says that the Taft-Hartley Law actually protects the communists and promotes conflicts instead of creating industrial harmony. He bases his statement on the fact that only union leaders have to account for their communist affiliations while disruptionists and communist members cannot be fired from the union so long as they continue to pay their dues.

Satevepost Article Gets an Answer

"Taft-Hartley Law Exposed" is the title of a series of articles being written by AFL attorneys J. Albert Woll and Herbert S. Thatcher in the *AFL Weekly News Service*. These articles will set forth labor's basic objections to the act and are intended to be the AFL's answer to J. Mack Swigert's article in *The Saturday Evening Post*. This series is being picked up by AFL labor papers throughout the country.

NMU Challenges Taft-Hartley Law

The National Maritime Union has filed what it claims is the first suit in a federal court asking for a judgment declaring some sections of the Taft-Hartley Act unconstitutional. These sections deal with the filing of copies of the constitution, by-laws, financial data and non-Communist affidavits. *NMU Pilot* (National Maritime Union of America—CIO.)

Racket Labor Papers Operating

Racket labor papers have been soliciting ads from employers in the name of legitimate unions, according to *The International Teamster* (International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers—AFL). The international headquarters of the Teamsters union has asked all local secretaries to report any incidents in which employers are approached by these organizations.

Labor Briefs

The *United Automobile Worker* (UAW-CIO) and *Steel Labor* (United Steelworkers of America—CIO) have announced resolutions calling on all local unions to start organizational drives for office workers in their plants. . . . The NLRB has a backlog of 4,635 pending cases, which represents an eleven-year high. *The Bakers and Confectioners Journal* (Bakery and Confectionery Workers International Union—AFL). . . . In January, the CIO Telephone Workers Organizing Committee will start to publish an official monthly newspaper, *The Telephone Organizer*, according to *The CIO News*. . . . Chicago CIO-UOPWA Social Service Employees voted to assess themselves about \$10 a member to finance a campaign to publicize salary needs of social workers. *International Woodworker* (International Woodworkers of America—CIO).

JANICE F. PACHNER

Division of Personnel Administration

Wage Increase Announcements, December, 1947

| Company | Type of Worker ¹ | Increase | | | Previous Rate of Range | | Remarks |
|---|-----------------------------|-----------------------|----------------|-----------------|------------------------|-----------|---|
| | | Amount | Date Effective | Number Affected | Rate | Effective | |
| American Dyeing Corporation..... Rockville, Conn. | WE | \$.05 hr. | 10-6-47 | 120 | n.a. | 4-7-47 | (Federation of Dyers) |
| The Appleton Coated Paper Company. Appleton, Wisc. | WE | \$.05 hr. | 11-3-47 | 290 | \$.93 hr. | 6-2-47 | (Associated Unions of America) |
| | S | \$15 to \$25 mo. | 1-1-48 | 40 | n.a. | n.a. | (No union) |
| Armstrong Cork Company..... Pensacola, Fla. | WE | \$.09 hr. | 5-5-47 | 220 | \$.71 hr. min. | 4-17-46 | Also liberalized vacation pay (United Mine Workers, Dist. 50) |
| *Associated Transports..... St. Louis, Mo. | WE | \$.015 mi. | n.a. | 100 | See remarks | n.a. | Announced Dec. 19. Increase brings current rate to 8½¢ per mi. (Teamsters & Chauffeurs Union AFL) |
| L. Bamberger & Company..... Newark, N. J. | S | \$4 wk. | 1-5-48 | See remarks | n.a. | 11-11-46 | Number of employees depends upon season, ranging from 3,500 to 5,900. (Retail Clerks International Association) |
| Bloomer Bros. Company..... Newark, N. Y. | WE | 12% | 12-1-47 | 335 | \$1.00 hr. average | 12-1-46 | Three weeks vacation for employees with 15 years' service. (United Paper Makers, CIO) |
| | S | 10% | 12-1-47 | 72 | n.a. | n.a. | (No union) |
| The Bridgeport Gas Light Company.. Bridgeport, Conn. | WE | \$.05 hr. | 1-1-48 | 240 | \$1.36 hr. average | 1-1-47 | Three fourths of hospital insurance paid by company. Daily allowance increased from \$5 to \$7 and miscellaneous charges increased from \$25 to \$70. Two weeks' vacation after 1 year instead of 3 years. (United Mine Workers, Dist. 50. No union for salaried workers.) |
| | S | \$2 wk. | 1-1-48 | 85 | n.a. | n.a. | Three additional paid holidays. (CIO union) |
| Burry Biscuit Corporation..... Elizabeth, N. J. | WE | \$.10 hr. | 12-1-47 | 200 | n.a. | n.a. | Previous increase 15¢. One additional holiday, Washington's Birthday, to become effective in 1949. Increased shift differentials—8¢ for 2nd shift, 13¢ for 3rd. 3 hours guarantee call-in pay at double time. Reporting pay: 8 hours, previously 4 hours. Vacation pay: ceiling of 48 hours removed. Job upgradings within classifications not to exceed \$2,500 per annum. (United Electrical and Radio Workers) |
| Callite Tungsten Corporation..... Union City, N. J. | WE | \$.10 hr. | 11-8-47 | 500 | See remarks | 11-8-46 | Also, 2¼¢ hr. (av.) to eliminate inequities. Second and 3rd shift premiums increased from 5¢ and 10¢ to 10¢ and 15¢, respectively. On Oct. 31, 1947, 6 paid holidays were granted, retroactive to 5-30-47. (United Chemical Workers, CIO) |
| Carbide & Carbon Chemicals Corpora- tion Oak Ridge, Tenn. | WE | \$.10 hr. | 12-8-47 | 4,500 | n.a. | 12-9-46 | (No union) |
| | S | \$20 mo. | 12-8-47 | 2,780 | n.a. | 12-9-46 | Previous rates: on 1-man bus, \$1.33; on 2-man bus, \$1.23. |
| | WE | \$.08 hr. | 1-1-48 | 4,900 | See remarks | 1-1-47 | Except, \$10 mo. to those whose salaries had been \$166.66 mo. or less. |
| Cleveland Transit System..... Cleveland, Ohio | S | 6% | 1-1-48 | 700 | n.a. | 1-1-47 | Guarantee of \$108 each semimonthly payroll to Transportation Department employees on the free extra list. Six paid holidays at straight-time if not worked, unless scheduled day off. Holiday on scheduled day off considered time worked in computing overtime. (Amal. Assn. St., Elec. Ry., & Motor Coach Employees) |
| | WE | \$.07 hr. | 11-24-47 | n.a. | n.a. | n.a. | Cincinnati plant. (United Construction Workers, UMW) |
| | WE | \$.02 hr. | n.a. | n.a. | n.a. | n.a. | Savannah plant. Contract signed Nov. 26, 1947. (Int. Union Mine, Mill & Smelter Workers) |
| *Department store restaurants..... Pittsburgh, Pa. | WE | \$.10 to \$.15 hr. | 11-1-47 | 500 to 600 | n.a. | n.a. | (Hotel and Restaurant Employees Alliance) |
| Ensign-Bickford Company..... Simsbury, Conn. | WE | 6% | 12-6-47 | 300 | n.a. | n.a. | Three additional paid holidays granted, bringing total to 7. (Textile Workers Union of America, CIO) |
| Equitable Gas Company..... Pittsburgh, Pa. | WE | \$.08 hr. | 12-16-47 | 354 | n.a. | n.a. | One additional holiday, Armistice Day, was agreed upon, making a total of 8 paid holidays. |
| | S | \$14 mo. | 12-16-47 | 42 | n.a. | n.a. | Double-time pay for extra call-outs on Sundays. Minimum of 4 hours overtime pay provided for call-outs for broken shifts. (United Mine Workers, Dist. 50) |
| *Finishing plants..... Rhode Island and Connecticut | WE | \$.10½ hr. | 1-5-48 | 3,000 | \$1.14 hr. average | n.a. | Eight plants affected. Sixth paid holiday granted. Also employer-paid hospitalization provided for workers' dependents. (Federation of Dyers, CIO) |

WAGE INCREASE ANNOUNCEMENTS, DECEMBER, 1947—Continued

| Company | Type of Worker ¹ | Increase | | | Previous Rate of Range | | Remarks |
|---|-----------------------------|----------------------|----------------|-----------------|------------------------|-----------|---|
| | | Amount | Date Effective | Number Affected | Rate | Effective | |
| Glidden Company Chemical & Pigment Company Division Collinsville, Ill. | WE | See remarks | 10-1-47 | 97 | \$1.10 hr. | 4-1-47 | Increase of 5¢ an hour, plus adjustments, making an average of 5.41¢. Company-administered disability plan instituted on Oct. 1, 1947. (Int. Union Chemical Workers) |
| *Hartford Empire Company..... Hartford, Conn. | WE | \$0.06 hr. | 11-10-47 | 180 | n.a. | n.a. | Increase raises rate range ceilings by 10¢. Double time for Sunday and holiday work. Five paid holidays. (Teamsters Union, AFL, represents 80 employees of the firm's stockroom, shipping and receiving departments.) |
| Hercules Powder Company..... Hopewell, Va. | WE | \$0.07 hr. | 11-10-47 | 750 | n.a. | n.a. | (United Mine Workers, Dist. 50) |
| *Huron Milling Company..... Harbor Beach, Mich. | WE | \$0.12 hr. | 10-27-47 | 500 | n.a. | n.a. | (Food, Tobacco, Agricultural & Allied Workers of America, CIO) |
| Linde Air Products Company..... Linden, N. J. | WE | \$0.04 to \$0.13 hr. | 10-23-47 | 35 | \$1.15 to \$1.50 hr. | 12-16-46 | (Int. Chemical Workers) |
| *Longshoremen..... West Coast | S | \$0.06 hr. | 10-23-47 | 8 | \$1.12 | 12-16-46 | (No union) |
| | WE | \$0.08 hr. | 12-15-47 | n.a. | See remarks | n.a. | Increase brings current basic wage rate to \$1.65 hr. for a 6-hr. day, 5-day wk. Overtime at \$2.47½ hr. will be paid for time worked before 8 a.m. or after 5 p.m. on week days and for Sat., Sun., and holidays. (Int. Longshoremen's & Warehousemen's Union, CIO) [Increase does not affect longshoremen in Tacoma, Anacortes and Port Angeles affiliated with the AFL.] |
| *R. H. Macy & Company..... New York, N. Y. | S | See remarks | 2-1-47 | See remarks | \$24 wk. | n.a. | 11½¢ hr. for 40-hr. wk. for all employees, except those on straight commission, who were in the employ of the store on or before 12-2-46 and have been continuously employed since. Most of the 8,500 persons employed by the company are affected. (Retail, Wholesale & Department Store Employees Union, CIO) |
| Monsanto Chemical Company..... Nitro, W. Va. | WE | \$1.35 hr. average | 9-30-47 | 500 | \$.88 to \$1.60 hr. | 10-1-46 | Third-shift premium increased from 5¢ to 10¢ hr. (United Mine Workers, Dist. 50) |
| New Bedford Cotton Manufacturers Association New Bedford, Mass. | WE | 10% | 1-5-48 | 12,000 | \$.88 hr. | 8-4-47 | (Textile Workers of America, CIO) [Press reports indicate that approximately 30,000 textile workers in New England received a 10% increase.] |
| Nixon Nitration Works..... Raritan Bay, N. J. | WE | \$0.06 hr. | 10-1-47 | 280 | n.a. | n.a. | Seventh paid holiday: election day. Time-and-one-quarter for Sunday work. Group insurance paid in full, previously paid half. Previous increase: 15¢ hr., effective 2-1-47. (Union of Mine, Mill & Smelter Workers, CIO) |
| The Norristown Herald..... Norristown, Pa. | WE | \$0.20 hr. | 12-15-47 | 30 | \$1.60 hr. | n.a. | Open shop. |
| Pacific Power & Light Company..... Portland, Ore. | WE | 9.7% | 11-11-47 | 480 | n.a. | 11-11-46 | (Int. Bro. Elec. Workers, AFL) |
| | S | 9.7% | 11-1-47 | 700 | n.a. | 12-25-46 | (No union) |
| Pioneer Rubber Mills..... Pittsburg, Calif. | WE | \$0.10 hr. | 10-22-47 | 200 | \$1.07 to \$1.58 hr. | n.a. | Overtime rate increased from combination of 1.5 and 2 times hourly rate to 2 times regular rate for all overtime. (United Rubber Workers, CIO) |
| Safeway Stores..... Washington, D. C. | WE | \$0.10 hr. | 11-1-47 | 293 | \$1.02 to \$1.21 hr. | 11-1-46 | (Int. Bro. of Teamsters, AFL) |
| | WE | \$0.10 hr. | 10-30-47 | 361 | \$38 to \$54 wk. | 10-30-46 | (Warehouse Employees Union) |
| George T. Stagg Distillery Plant..... Frankfort, Ky. | WE | See remarks | 10-15-47 | 925 | See remarks | 10-15-46 | Increase for male workers 14¢ hr.; previous rate \$1.06. For female workers, 10¢ hr.; previous rate \$.88. |
| Sun Shipbuilding & Dry Dock Company Chester, Pa. | WE | \$0.12 hr. | 11-10-47 | 4,005 | See remarks | 12-4-45 | Previous rate for first class mechanics, \$1.38 hr. (Ind. Union Marine & Shipbuilding Workers, CIO) |
| | S | \$0.12 hr. | 11-16-47 | 463 | n.a. | 12-4-45 | (No union) |
| Swift & Company..... Spokane, Wash. | WE | \$0.11 hr. | 11-26-47 | 4 | \$.96 hr. (base) | n.a. | Eight instead of 6 holidays with pay. (Amal. Meat Cutters & Butcher Workers, AFL) |
| Torrey Roller Bushing Works..... Bath, Me. | WE | \$0.08 hr. | 6-23-47 | 100 | n.a. | n.a. | (Ind. Union Marine & Shipbuilding Workers, CIO) |
| United Cigar-Whalen Stores Corporation New York, N. Y. | WE | \$2.00 wk. | 12-1-47 | 275 | n.a. | n.a. | (Retail Cigar, Soda and Luncheonette Employees, CIO) |
| Verona Chemical Company..... Newark, N. J. | WE | \$0.12 hr. | 8-21-47 | 65 | n.a. | n.a. | (Int. Chemical Workers, AFL) |

¹Type of workers: WE, wage earners; S, salaried employees.

*Obtained from press reports. Information not verified by company.

n.a. Not available.